

Nottinghamshire Healthcare NHS Foundation Trust

NHS Staff Survey Benchmark report 2023



Introduction	3
Organisation details	8
People Promise element, theme and sub-score results	10
Overview	11
Sub-score overview	13
Trends	17
We are compassionate and inclusive	18
We are recognised and rewarded	21
We each have a voice that counts	22
We are safe and healthy	24
We are always learning	26
We work flexibly	28
We are a team	30
Staff Engagement	32
Morale	34
People Promise element, theme and sub-score results – detailed information	36
We are compassionate and inclusive	36
We are recognised and rewarded	45
We each have a voice that counts	48
We are safe and healthy	54
We are always learning	66
We work flexibly	71
We are a team	74
Staff Engagement	80
Morale	84

Questions not linked to the People Promise elements or themes	90
Workforce Equality Standards	103
Workforce Race Equality Standards (WRES)	106
Workforce Disability Equality Standards (WDES)	113
About your respondents	121
Appendices	135
A – Response rate	136
B – Significance testing (2022 v 2023) People Promise and theme results	138
C – Tips on using your benchmark report	140
D – Additional reporting outputs	145

Introduction

About this report

This benchmark report for Nottinghamshire Healthcare NHS Foundation Trust contains results for the 2023 NHS Staff Survey, and historical results back to 2019 where possible. These results are presented in the context of best, average and worst results for similar organisations where appropriate. Data in this report are weighted to allow for fair comparisons between organisations*.

Please note: Results for Q1, Q10a, Q26d, Q27a-c, Q28, Q29, Q30, Q31a, Q32a-b, Q33, Q34a-b and Q35 are not weighted or benchmarked because these questions ask for demographic or factual information.

Please note: 2023 results for People Promise element 4 ('We are safe and healthy'), two of its sub-scores ('Health and safety climate' and 'Negative experiences') and Q13a-d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Full details of how the data are calculated and weighted are included in the Technical Document, available to download from the [Staff Survey website](#).

How results are reported

For the 2021 survey onwards the questions in the NHS Staff Survey are aligned to the People Promise. This sets out, in the words of NHS staff, the things that would most improve their working experience, and is made up of seven elements:



In support of this, the results of the NHS Staff Survey are measured against the seven People Promise elements and against two of the themes reported in previous years (Staff Engagement and Morale). The reporting also includes sub-scores, which feed into the People Promise elements and themes. The next slide shows how the People Promise elements, themes and subscores are related and mapped to individual survey questions.

* The data included in this report are weighted to the national benchmarking groups. The figures in this report may be different to the figures produced by your contractor. Please see Appendix C for a note on the revision to 2019 historical benchmarking for Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trust benchmarking groups.

People Promise elements, themes and sub-scores

People Promise elements	Sub-scores	Questions
We are compassionate and inclusive	Compassionate culture	Q6a, Q25a, Q25b, Q25c, Q25d
	Compassionate leadership	Q9f, Q9g, Q9h, Q9i
	Diversity and equality	Q15, Q16a, Q16b, Q21
	Inclusion	Q7h, Q7i, Q8b, Q8c
We are recognised and rewarded	No sub-score	Q4a, Q4b, Q4c, Q8d, Q9e
We each have a voice that counts	Autonomy and control	Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b
	Raising concerns	Q20a, Q20b, Q25e, Q25f
We are safe and healthy	Health and safety climate	Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d
	Burnout	Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g
	Negative experiences	Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c
	Other questions [Not scored]	Q17a*, Q17b*, Q22* *Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.
We are always learning	Development	Q24a, Q24b, Q24c, Q24d, Q24e
	Appraisals	Q23a*, Q23b, Q23c, Q23d *Q23a is a filter question and therefore influences the sub-score without being a directly scored question.
We work flexibly	Support for work-life balance	Q6b, Q6c, Q6d
	Flexible working	Q4d
We are a team	Team working	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a
	Line management	Q9a, Q9b, Q9c, Q9d
Themes	Sub-scores	Questions
Staff Engagement	Motivation	Q2a, Q2b, Q2c
	Involvement	Q3c, Q3d, Q3f
	Advocacy	Q25a, Q25c, Q25d
Morale	Thinking about leaving	Q26a, Q26b, Q26c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Questions not linked to the People Promise elements or themes



Report structure

Introduction

This section provides a brief introduction to the report, including how questions map to the People Promise elements, themes and sub-scores, as well as features of the charts used throughout.

Organisation details

This slide contains **key information** about the NHS organisations participating in this survey and details for your own organisation, such as response rate.

People Promise elements, themes and sub-scores: Overview

This section provides a high-level **overview** of the results for the seven elements of the People Promise and the two themes, followed by the results for each of the **sub-scores** that feed into these measures.

People Promise elements, themes and sub-scores: Trends

This section provides trend results for the seven elements of the People Promise and the two themes, followed by the trend results for each of the sub-scores that feed into these measures.

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score. For example, the Burnout sub-score, a higher score (closer to 10) means a lower proportion of staff are experiencing burnout from their work. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Your organisation results are benchmarked against the benchmarking group average, the best scoring organisation and the worst scoring organisation. These charts are reported as percentages. The meaning of the value is outlined along the y axis. The questions that feed into each sub-score are detailed on slide 5.



Note, where there are fewer than 10 responses for a question this data is not shown to protect the confidentiality of staff and reliability of results.

Note, 2023 results for People Promise element 4 ('We are safe and healthy'), two of its sub-scores ('Health and safety climate' and 'Negative experiences') and Q13a-d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

People Promise elements, themes and sub-scores: Questions

This section provides trend results for **questions**. The questions are presented in sections for each of the People Promise elements and themes. Not all questions reported within the section for a People Promise element or theme feed into the score and sub-scores for that element or theme. The first slide in the section for each People Promise element or theme lists which of the questions that are included in the section feed into the score and sub-scores, and which do not.

Questions not linked to People Promise

Results for the questions that are not related to any People Promise element or theme and do not contribute to the scores and sub-scores are included in this section.

Workforce Equality Standards

This section shows that data required for the indicators used in the **Workforce Race Equality Standard (WRES)** and the **Workforce Disability Equality Standard (WDES)**.

About your respondents

This section provides details of the staff responding to the survey, including their **demographic and other classification questions**.

Appendices

Here you will find:

- Response rate.
- Significance testing of the People Promise element and theme results for 2022 vs 2023.
- Guidance on data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

Key features

Note this is example data

Question number and text (or summary measure) specified at the top of each slide.

Question-level results are always reported as percentages; the **meaning of the value** is outlined along the axis. Summary measures and sub-scores are always on a 0-10pt scale where 10 is the best score attainable.

Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is a better or worse result.

'Best result', 'Average result', and 'Worst result' refer to the **benchmarking group's** best, average and worst results.

Number of responses for the organisation for the given question.



Q4b How satisfied are you with each of the following aspects of your job?



Tips on how to read, interpret and use the data are included in the Appendices

Note charts will only display data for the years where an organisation has data. For example, an organisation with three years of trend data will see charts such as q4b with data only in the 2021, 2022 and 2023 portions of the chart and table.

Organisation details

Nottinghamshire Healthcare NHS Foundation Trust

2023 NHS Staff Survey



Organisation details

Completed questionnaires **4753**

2023 response rate **52%**

Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts



2023 benchmarking group details

Organisations in group: 51

Median response rate: 52%

No. of completed questionnaires: 127293

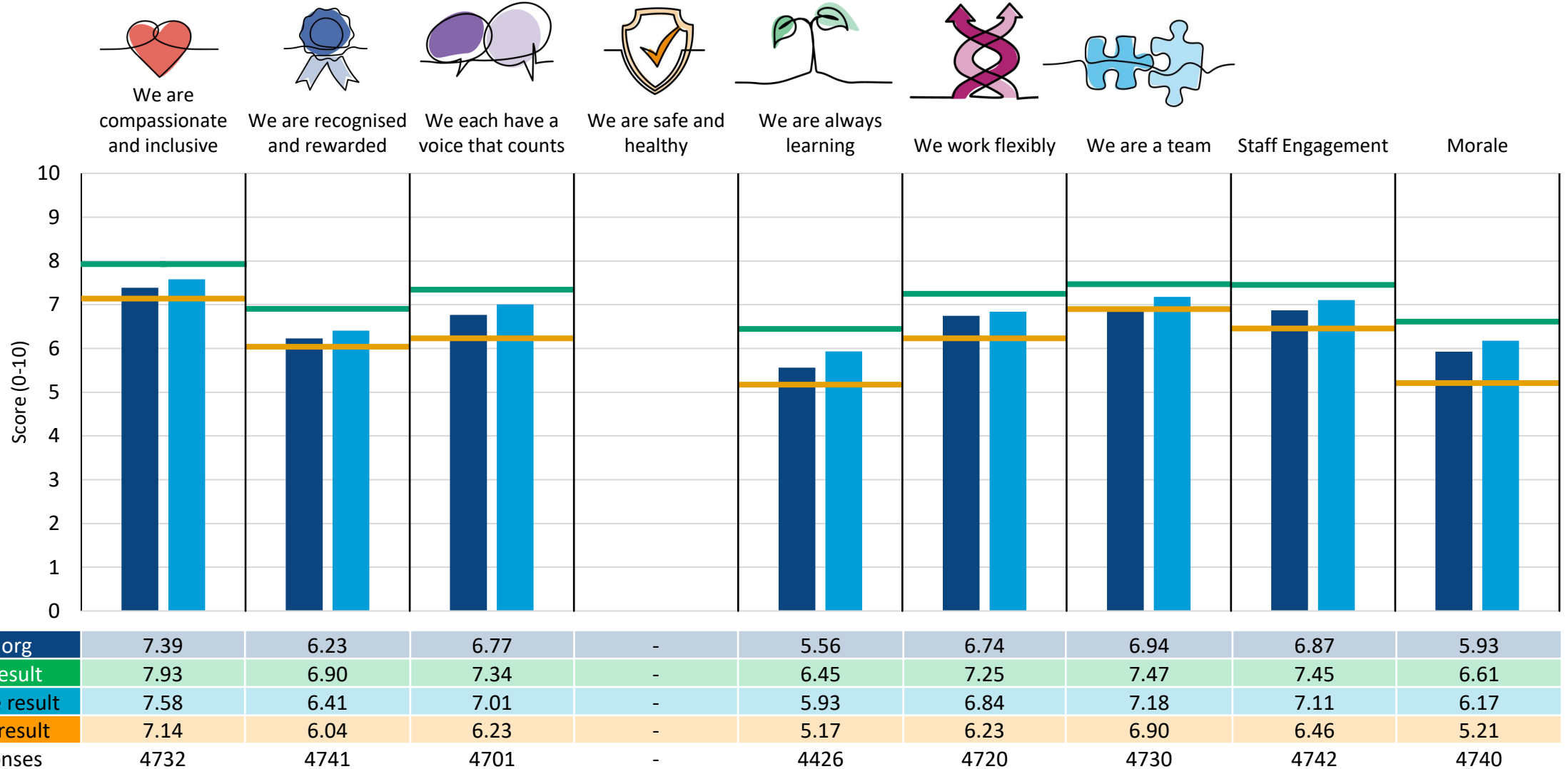


People Promise elements, themes and sub-score results

People Promise elements, themes and sub-scores: Overview

People Promise elements and themes: Overview

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

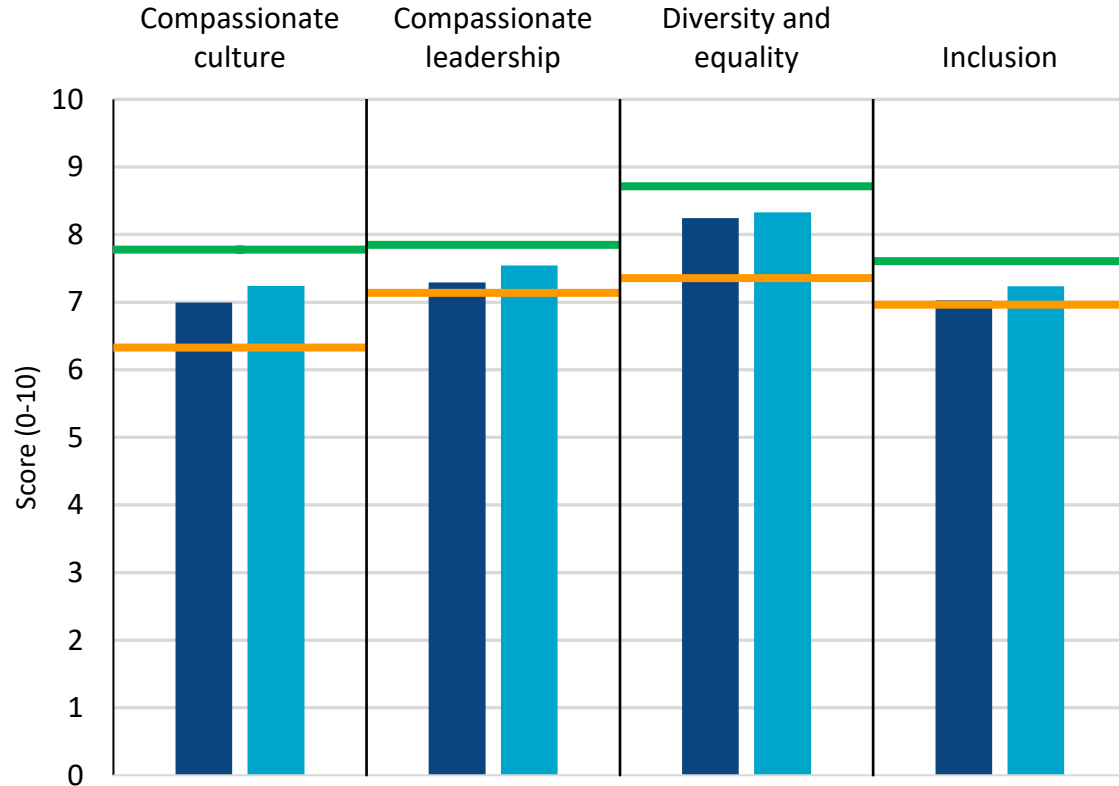


People Promise elements, themes and sub-scores: Sub-score overview

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



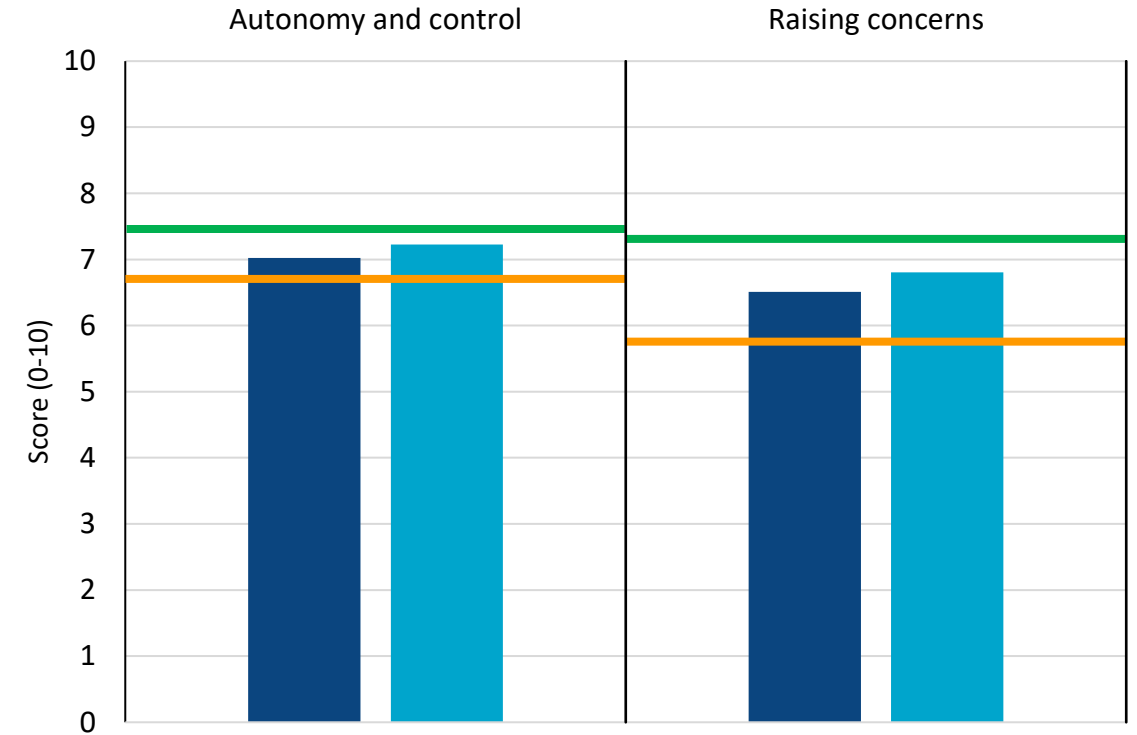
Promise element 1: We are compassionate and inclusive



Your org	6.99	7.29	8.24	7.02
Best result	7.78	7.85	8.72	7.61
Average result	7.24	7.54	8.33	7.23
Worst result	6.33	7.14	7.36	6.96
Responses	4726	4733	4726	4724



Promise element 3: We each have a voice that counts



Your org	7.02	6.51
Best result	7.46	7.31
Average result	7.22	6.80
Worst result	6.70	5.76
Responses	4744	4703

Note. People Promise element 2 'We are recognised and rewarded' does not have any sub-scores. Overall trend score data for this element is reported on slide 21.

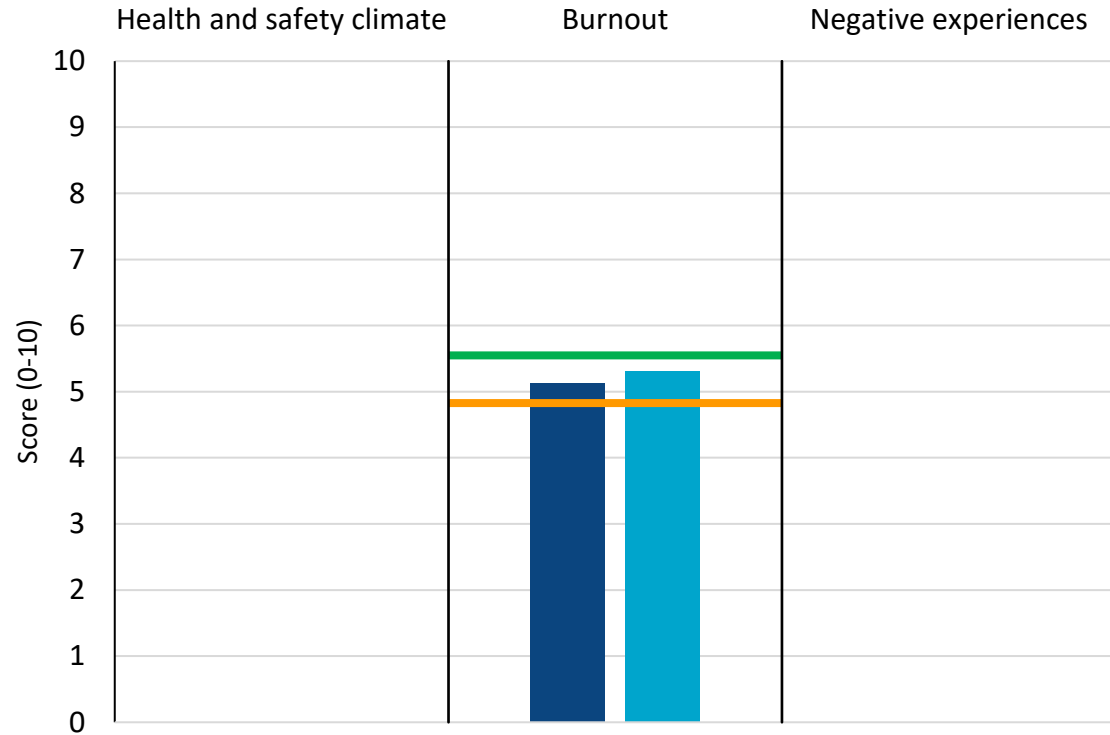


People Promise elements, themes and sub-scores: Sub-score overview

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



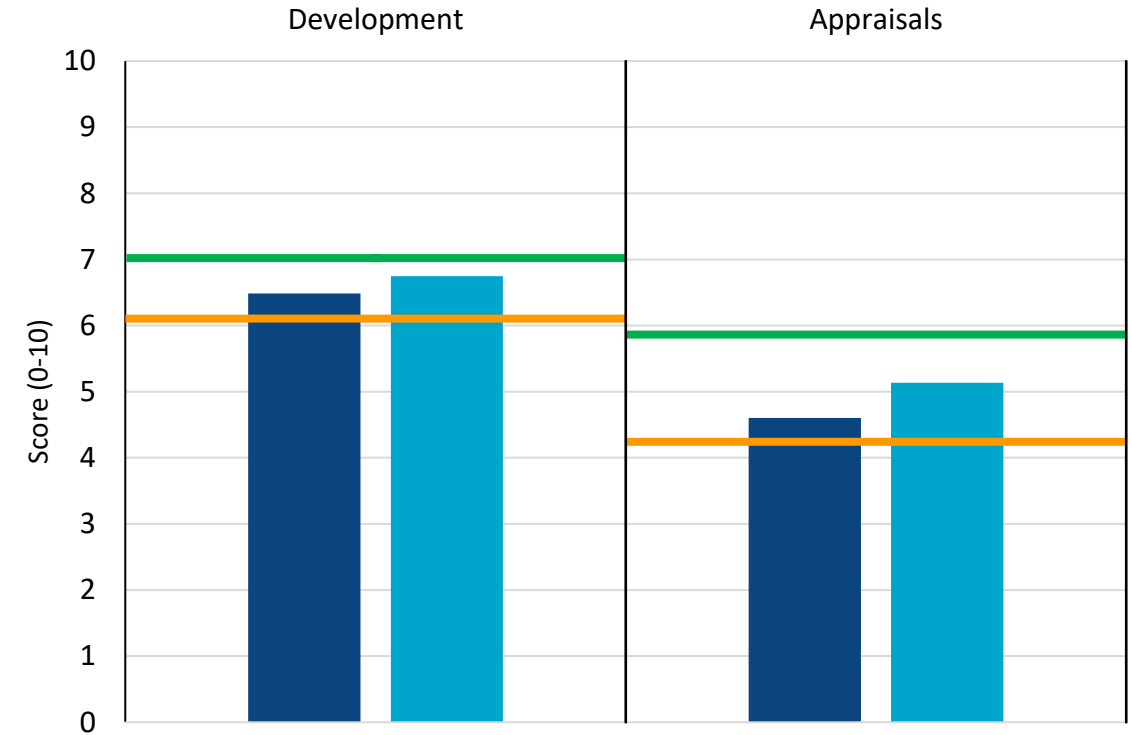
Promise element 4: We are safe and healthy



Your org	-	5.12	-
Best result	-	5.55	-
Average result	-	5.31	-
Worst result	-	4.83	-
Responses	-	4733	-



Promise element 5: We are always learning



Your org	6.49	4.60
Best result	7.02	5.86
Average result	6.74	5.13
Worst result	6.11	4.24
Responses	4733	4427

Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

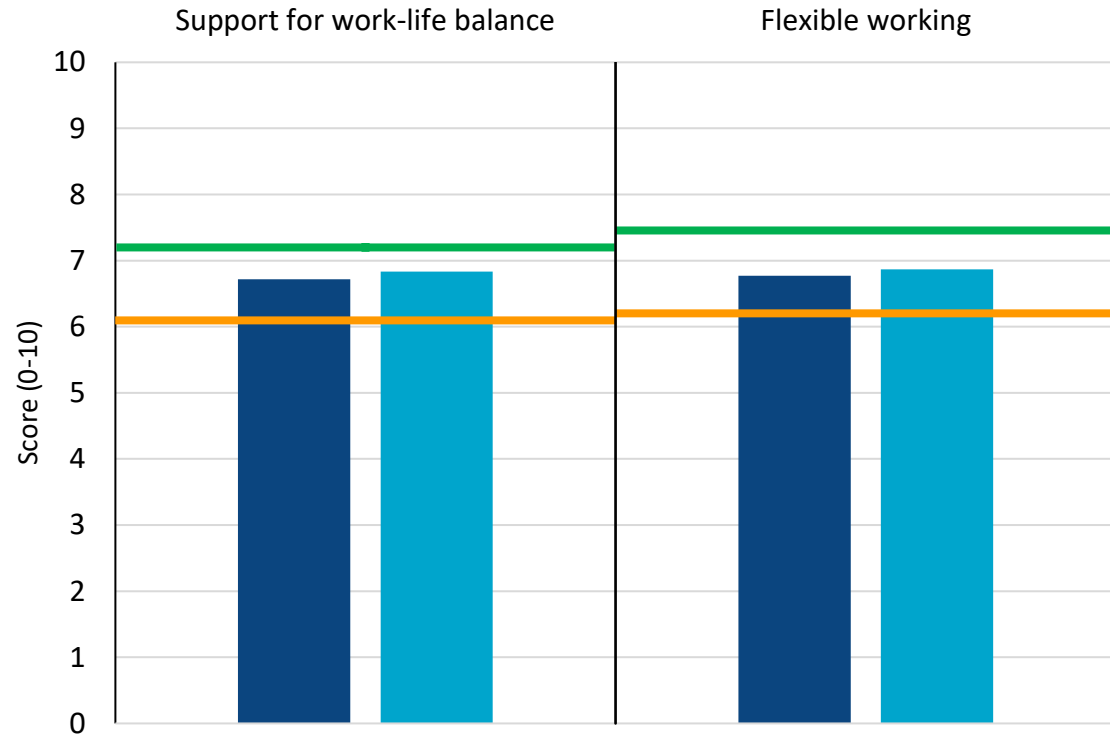


People Promise elements, themes and sub-scores: Sub-score overview

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Your org	6.72	6.77
Best result	7.20	7.46
Average result	6.83	6.87
Worst result	6.09	6.20
Responses	4736	4727



Promise element 7: We are a team



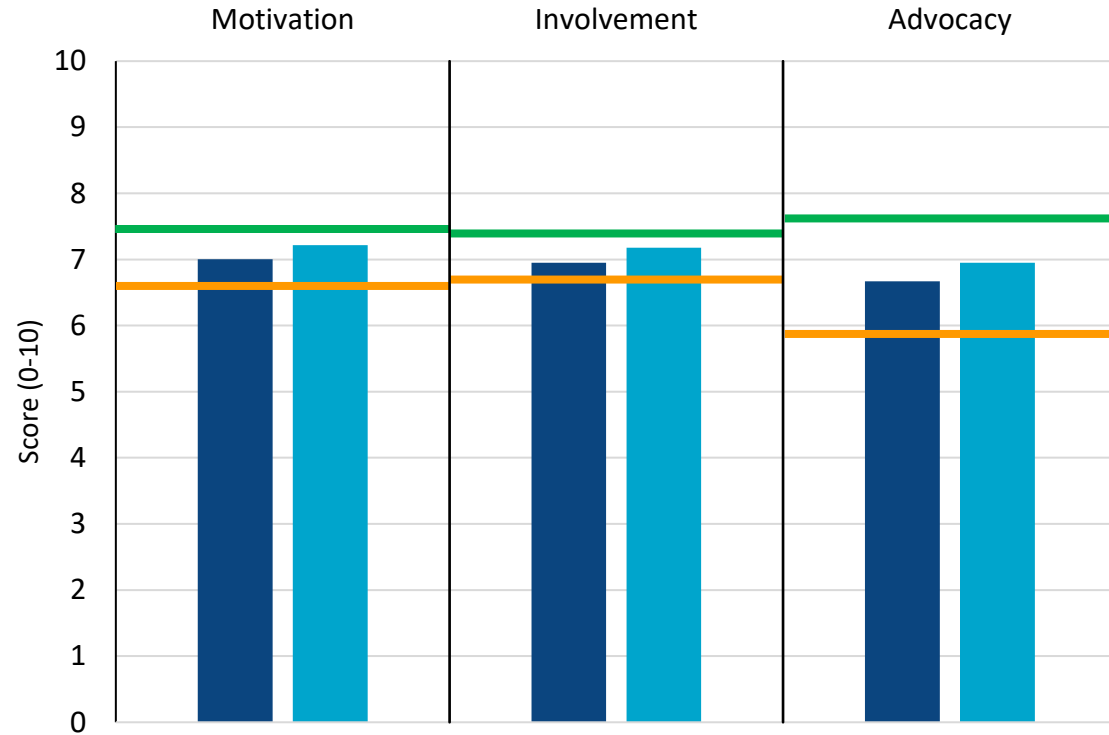
Your org	6.72	7.16
Best result	7.22	7.76
Average result	6.97	7.40
Worst result	6.64	7.06
Responses	4735	4732



People Promise elements, themes and sub-scores: Sub-score overview

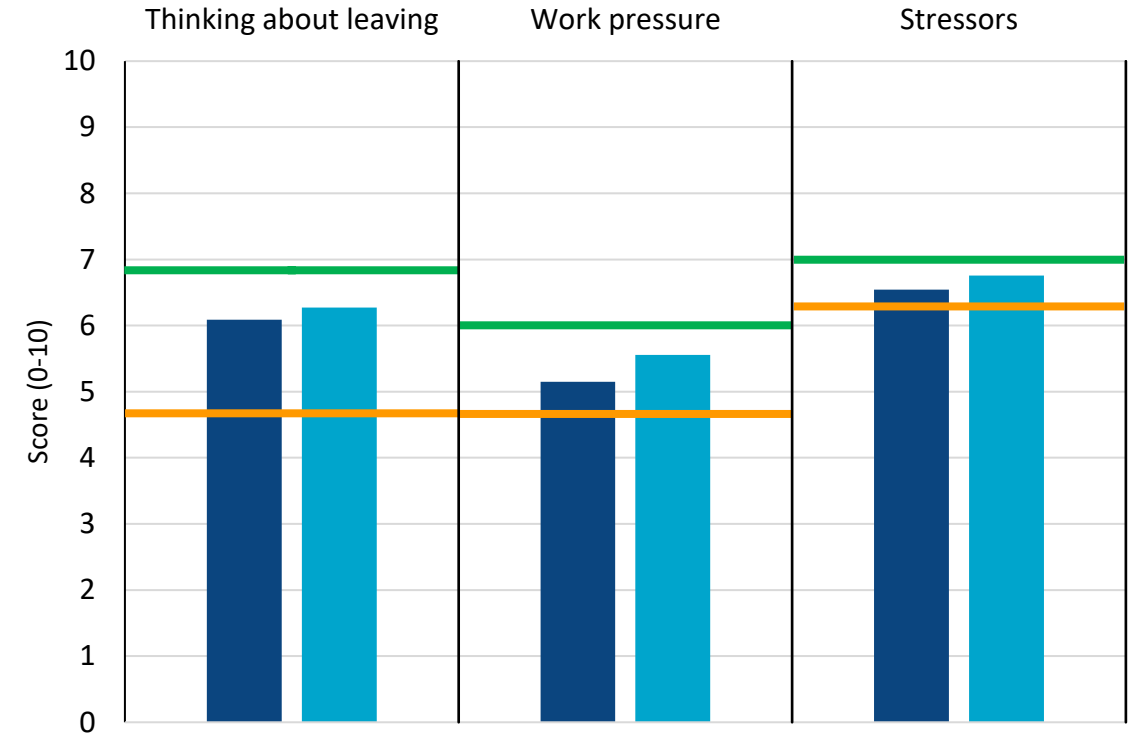
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff engagement



Your org	7.00	6.95	6.67
Best result	7.46	7.39	7.62
Average result	7.22	7.18	6.95
Worst result	6.60	6.69	5.87
Responses	4701	4746	4728

Theme: Morale



Your org	6.09	5.15	6.54
Best result	6.84	6.00	7.00
Average result	6.27	5.55	6.75
Worst result	4.67	4.66	6.29
Responses	4724	4742	4736

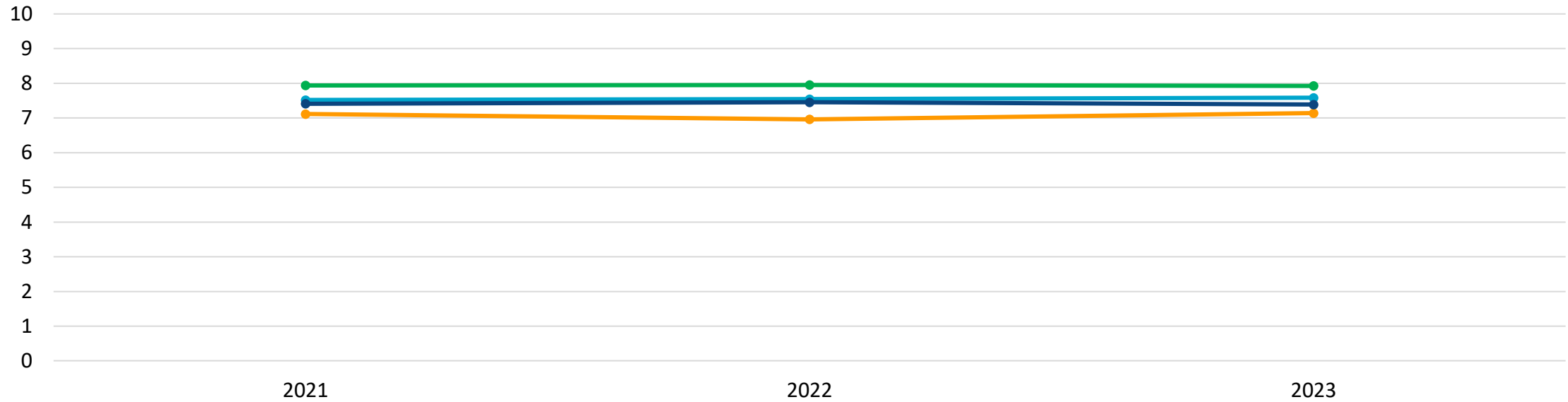
People Promise elements, themes and sub-scores: Trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive

We are compassionate and inclusive



	2021	2022	2023
Your org	7.41	7.45	7.39
Best result	7.94	7.95	7.93
Average result	7.52	7.54	7.58
Worst result	7.11	6.96	7.14
Responses	4918	4679	4732



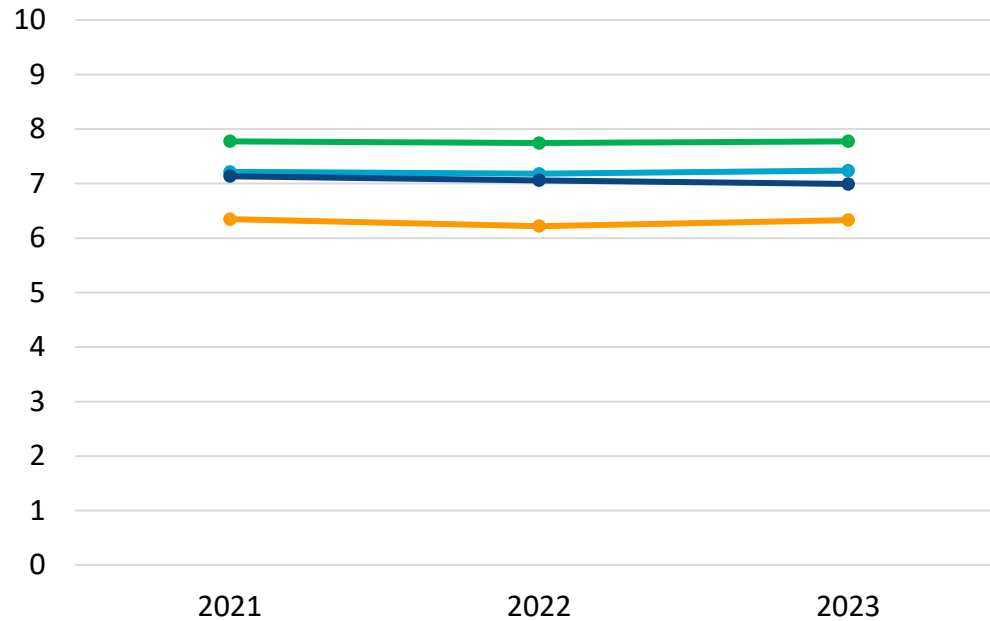
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



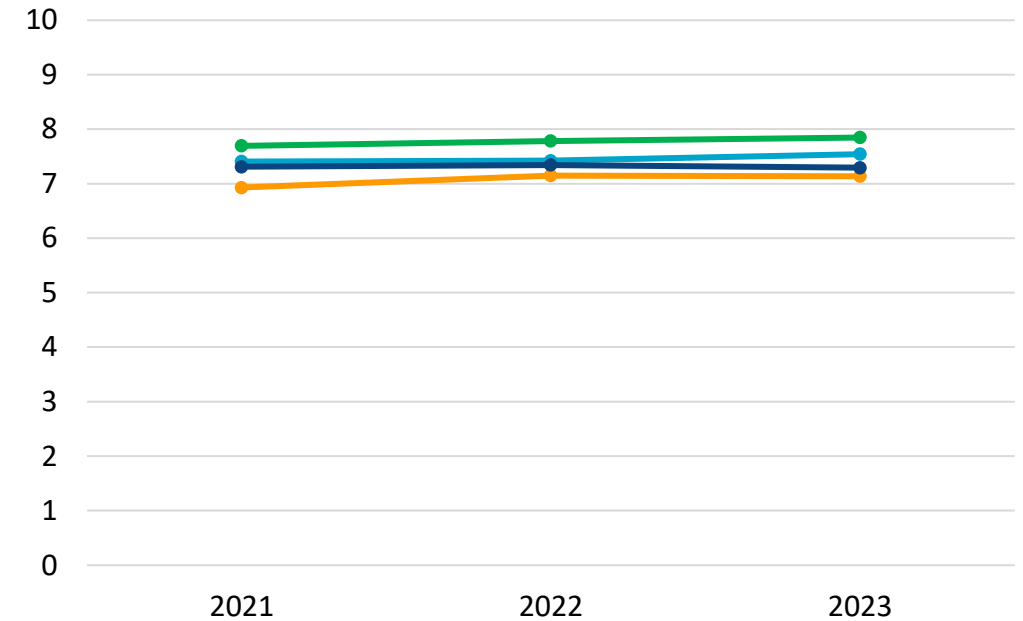
Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



	2021	2022	2023
Your org	7.14	7.06	6.99
Best result	7.77	7.74	7.78
Average result	7.21	7.18	7.24
Worst result	6.34	6.22	6.33
Responses	4877	4665	4726

Compassionate leadership



	2021	2022	2023
Your org	7.31	7.34	7.29
Best result	7.70	7.78	7.85
Average result	7.41	7.42	7.54
Worst result	6.93	7.15	7.14
Responses	4932	4682	4733



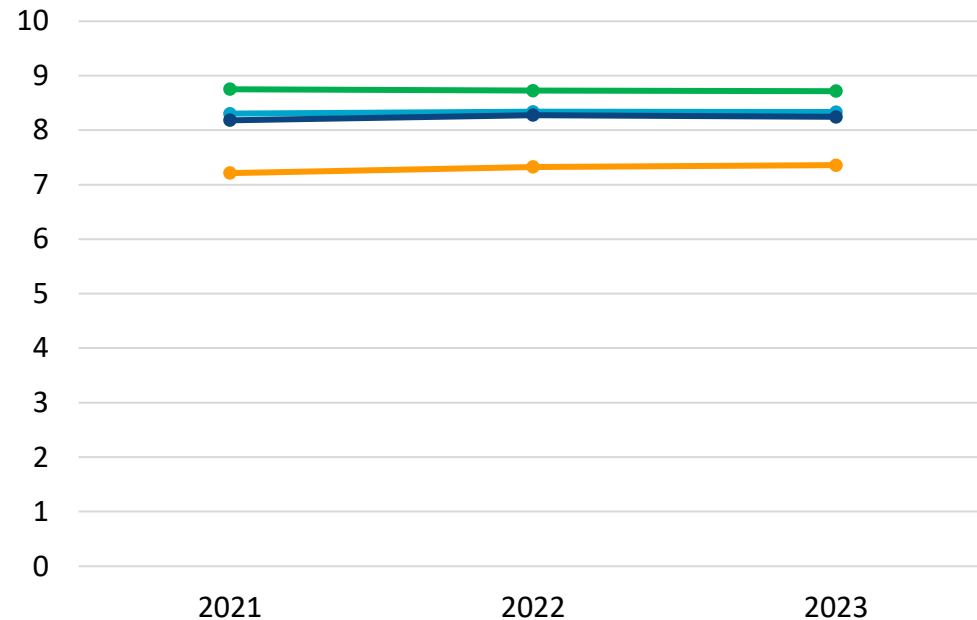
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



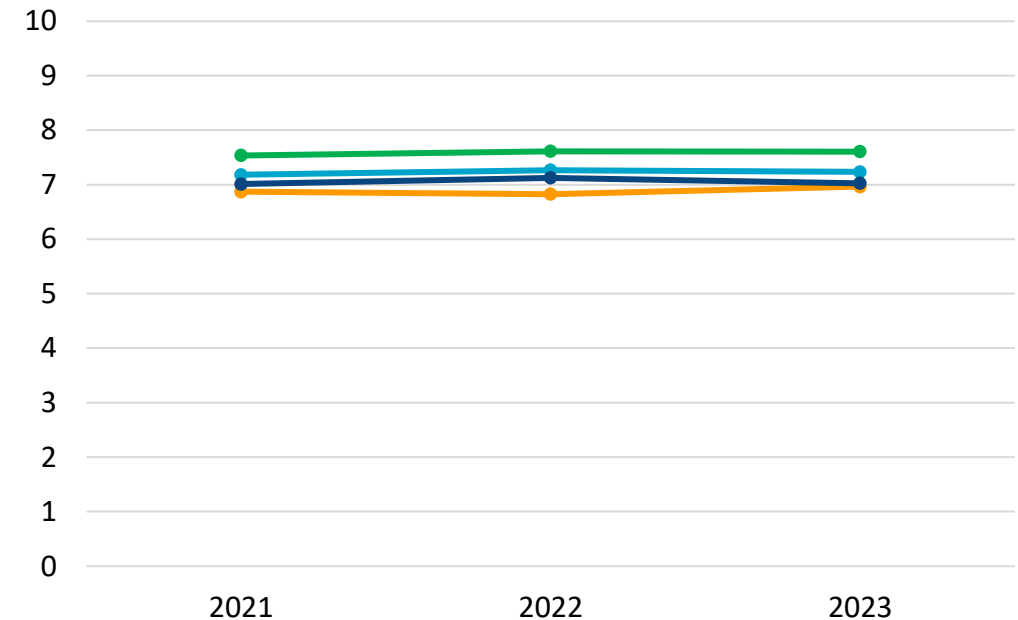
Promise element 1: We are compassionate and inclusive (2)

Diversity and equality



	2021	2022	2023
Your org	8.18	8.28	8.24
Best result	8.75	8.73	8.72
Average result	8.30	8.34	8.33
Worst result	7.21	7.32	7.36
Responses	4914	4676	4726

Inclusion



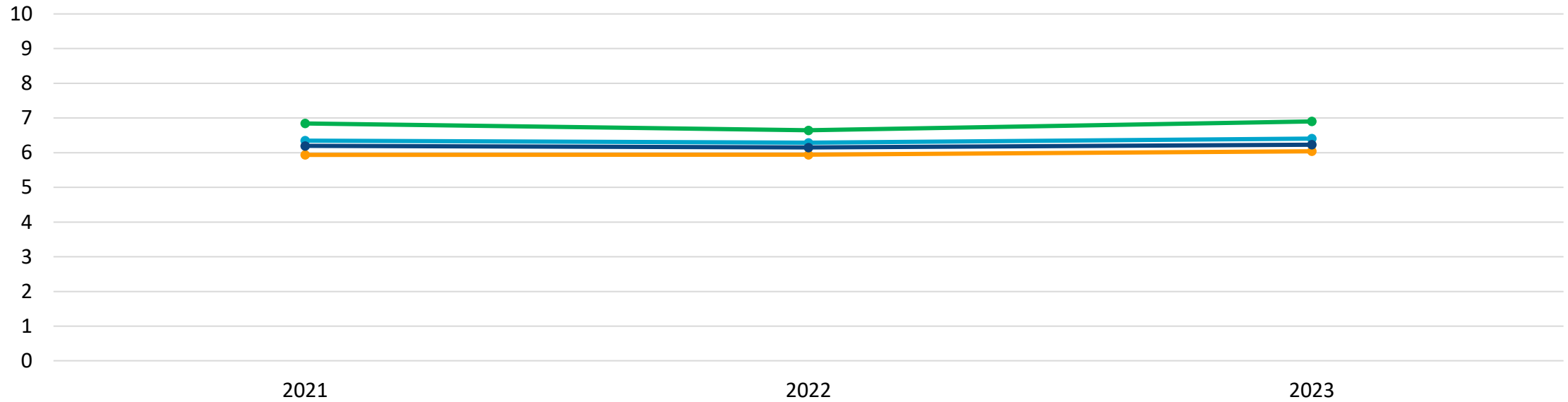
	2021	2022	2023
Your org	7.01	7.13	7.02
Best result	7.54	7.61	7.61
Average result	7.18	7.27	7.23
Worst result	6.87	6.83	6.96
Responses	4944	4679	4724

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 2: We are recognised and rewarded

We are recognised and rewarded



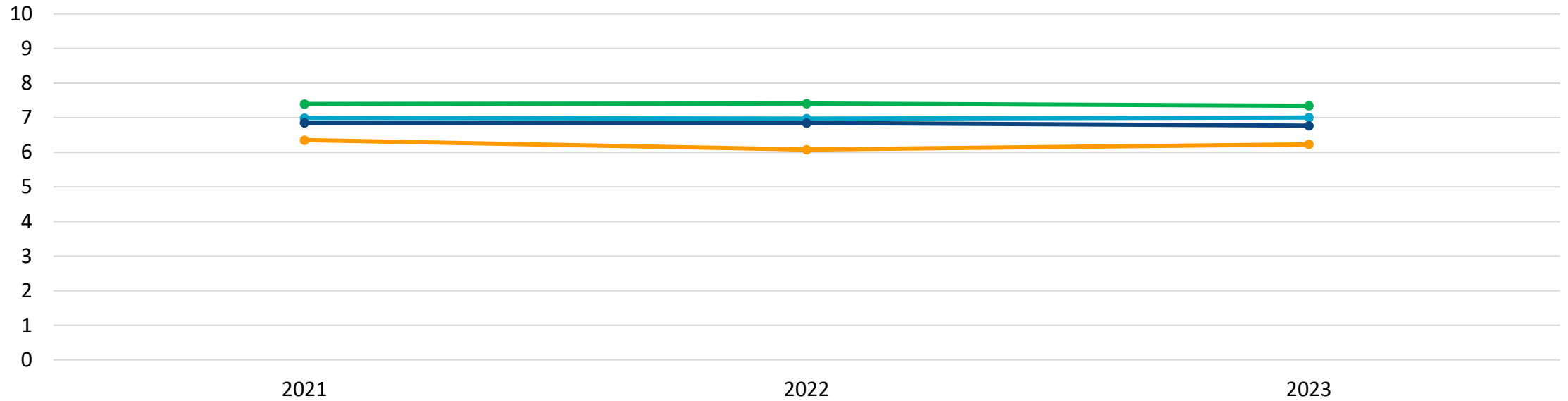
	2021	2022	2023
Your org	6.19	6.15	6.23
Best result	6.84	6.64	6.90
Average result	6.35	6.29	6.41
Worst result	5.94	5.94	6.04
Responses	4991	4685	4741

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 3: We each have a voice that counts

We each have a voice that counts



	2021	2022	2023
Your org	6.85	6.85	6.77
Best result	7.40	7.41	7.34
Average result	6.99	6.97	7.01
Worst result	6.35	6.08	6.23
Responses	4851	4651	4701



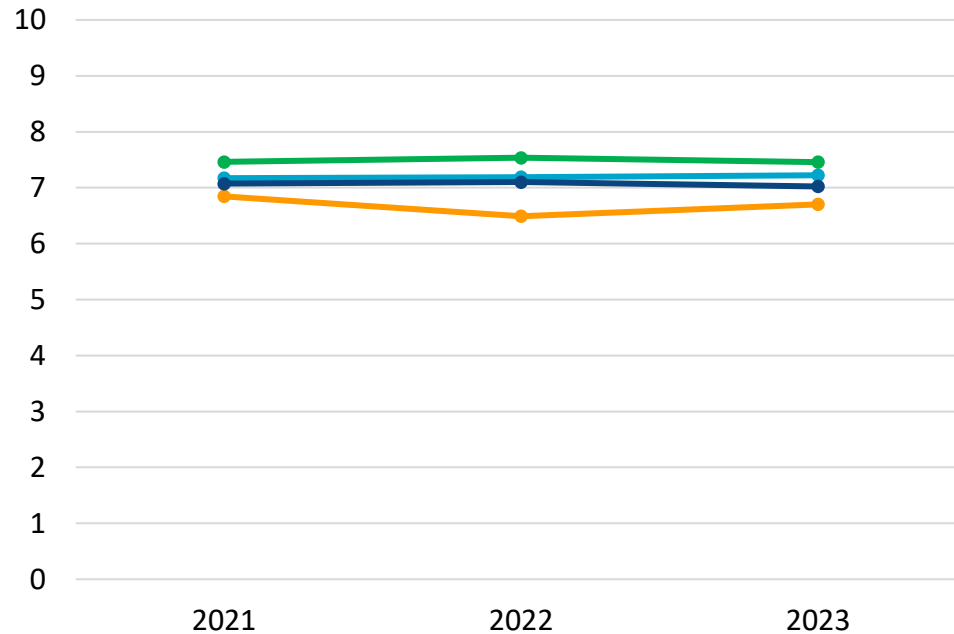
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 3: We each have a voice that counts

Autonomy and control



2021

2022

2023

2021

2022

2023

Your org

7.07

7.10

7.02

Best result

7.46

7.54

7.46

Average result

7.17

7.19

7.22

Worst result

6.85

6.49

6.70

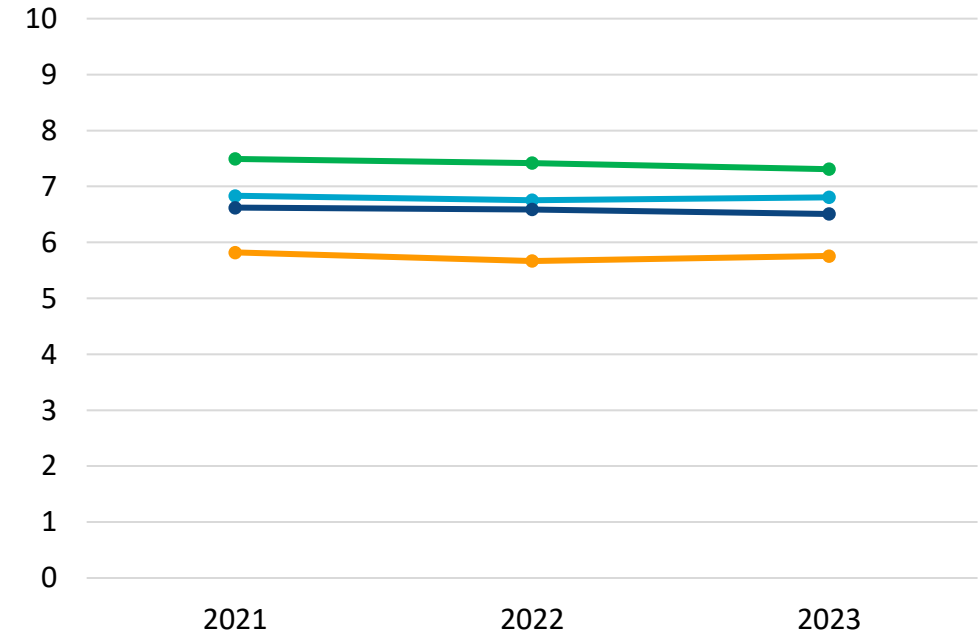
Responses

5000

4682

4744

Raising concerns



2021

2022

2023

2021

2022

2023

Your org

6.62

6.59

6.51

Best result

7.49

7.42

7.31

Average result

6.83

6.75

6.80

Worst result

5.82

5.67

5.76

Responses

4852

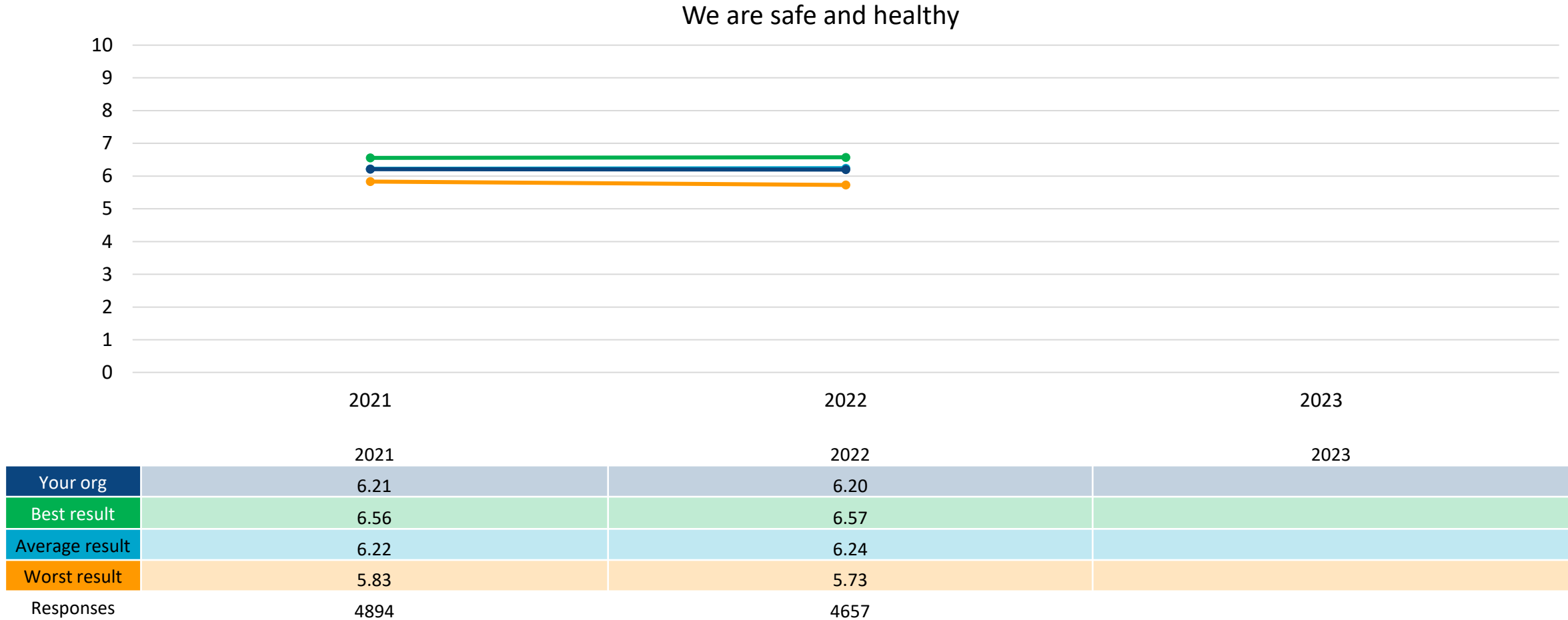
4655

4703

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Note. 2023 results for ‘We are safe and healthy’ have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



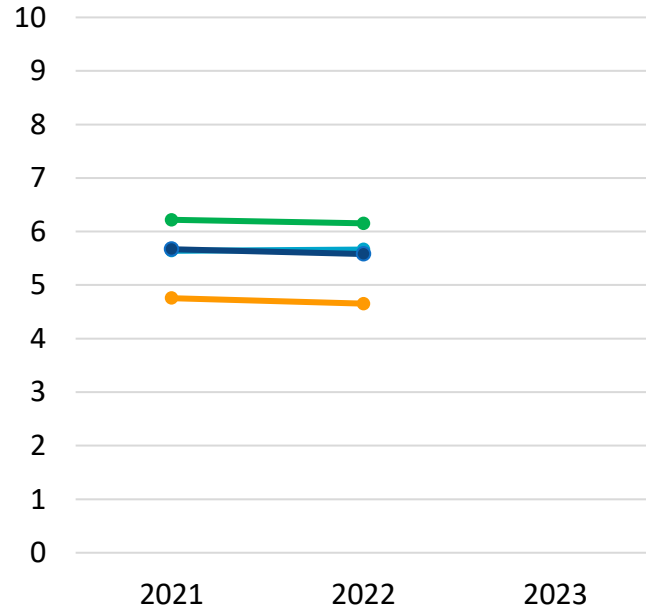
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



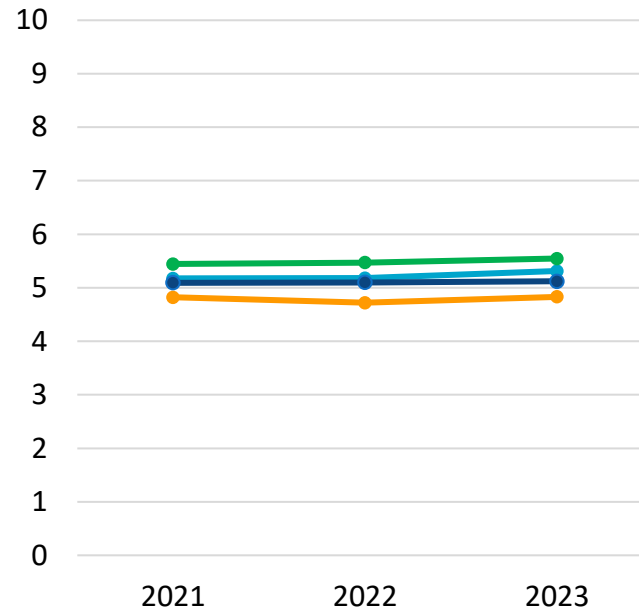
Promise element 4: We are safe and healthy

Health and safety climate



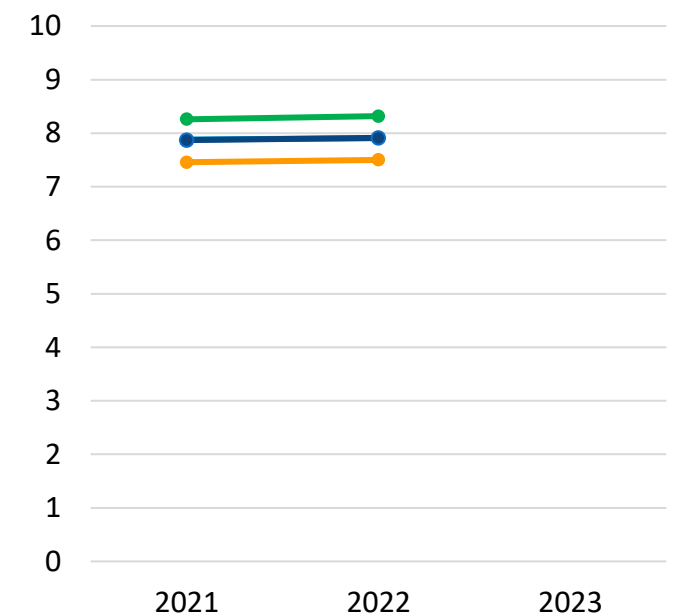
	2021	2022	2023
Your org	5.67	5.58	
Best result	6.22	6.15	
Average result	5.64	5.67	
Worst result	4.76	4.65	
Responses	4999	4682	

Burnout



	2021	2022	2023
Your org	5.09	5.10	5.12
Best result	5.44	5.47	5.55
Average result	5.17	5.18	5.31
Worst result	4.82	4.72	4.83
Responses	4922	4676	4733

Negative experiences



	2021	2022	2023
Your org	7.87	7.91	
Best result	8.26	8.32	
Average result	7.88	7.91	
Worst result	7.46	7.50	
Responses	4897	4666	

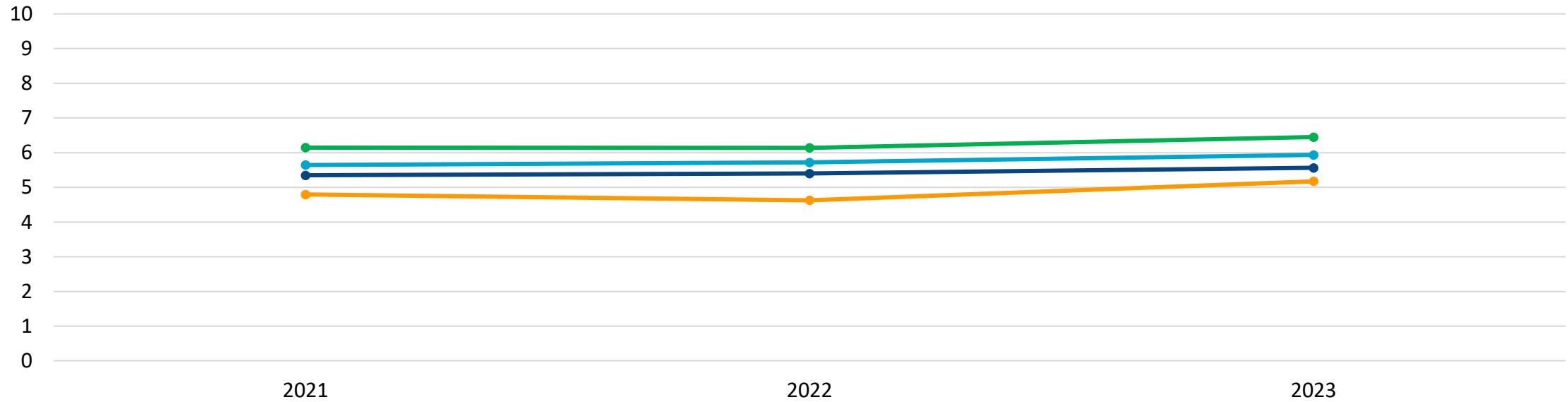
Note. 2023 results for 'Health and safety climate' and 'Negative experiences' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 5: We are always learning

We are always learning



	2021	2022	2023
Your org	5.35	5.40	5.56
Best result	6.15	6.14	6.45
Average result	5.64	5.72	5.93
Worst result	4.79	4.63	5.17
Responses	4701	4448	4426



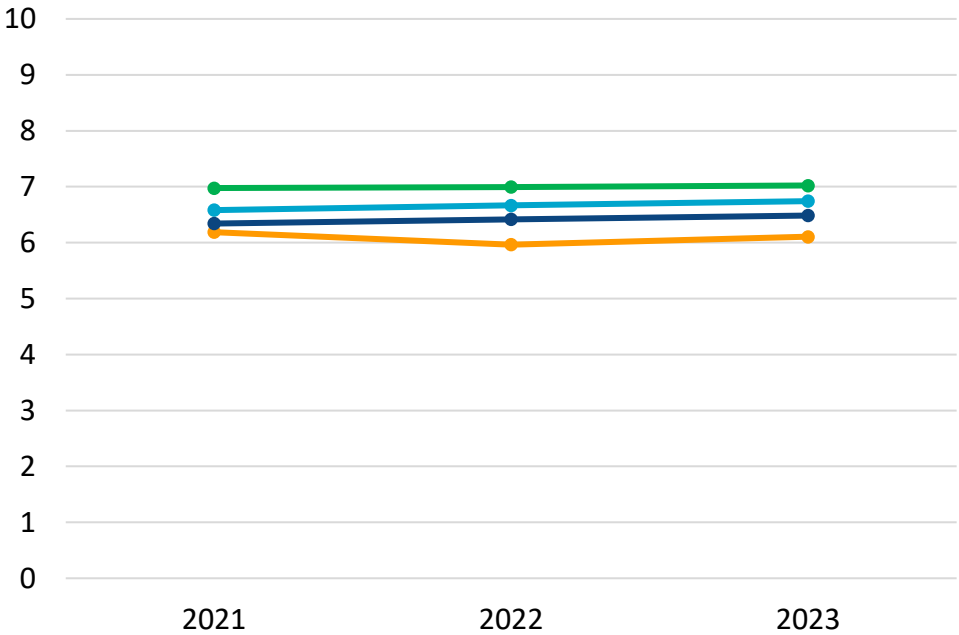
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



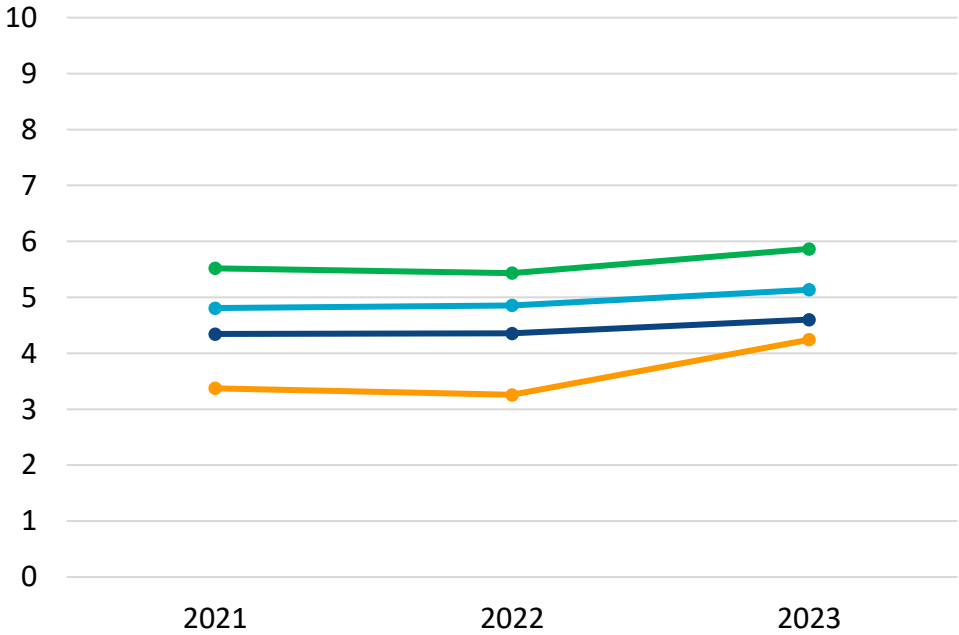
Promise element 5: We are always learning

Development



	2021	2022	2023
Your org	6.34	6.42	6.49
Best result	6.98	6.99	7.02
Average result	6.58	6.67	6.74
Worst result	6.19	5.96	6.11
Responses	4900	4668	4733

Appraisals



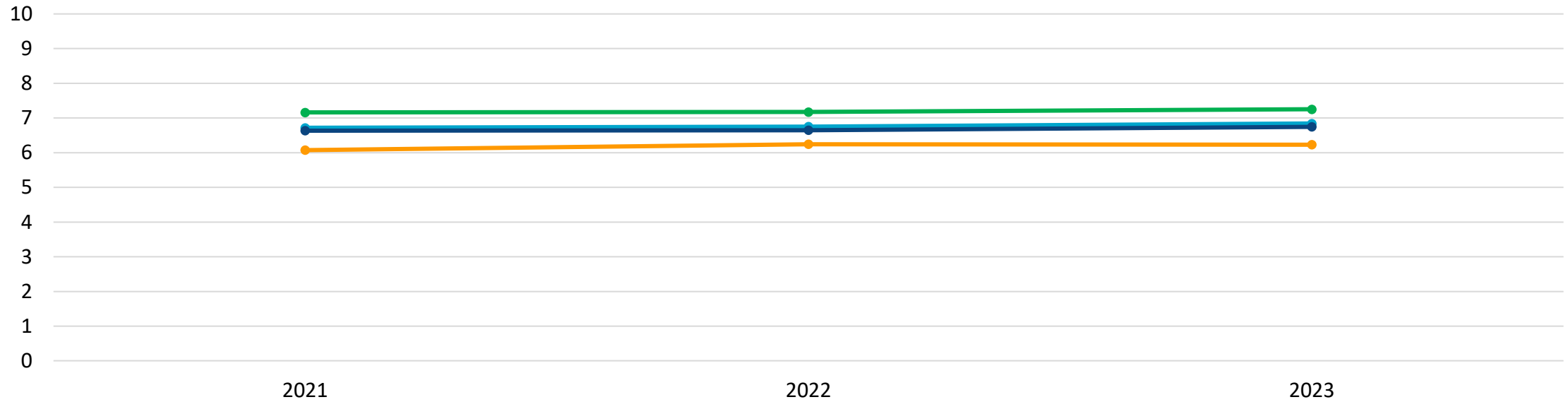
	2021	2022	2023
Your org	4.34	4.36	4.60
Best result	5.52	5.43	5.86
Average result	4.81	4.86	5.13
Worst result	3.37	3.26	4.24
Responses	4714	4458	4427

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly

We work flexibly



	2021	2022	2023
Your org	6.64	6.65	6.74
Best result	7.16	7.17	7.25
Average result	6.71	6.75	6.84
Worst result	6.07	6.24	6.23
Responses	4967	4678	4720



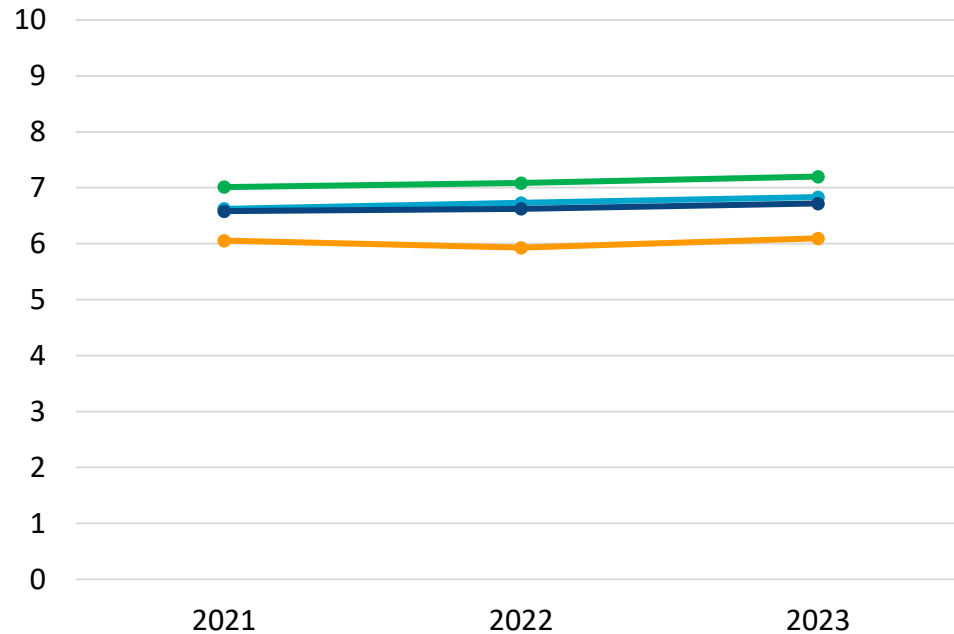
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

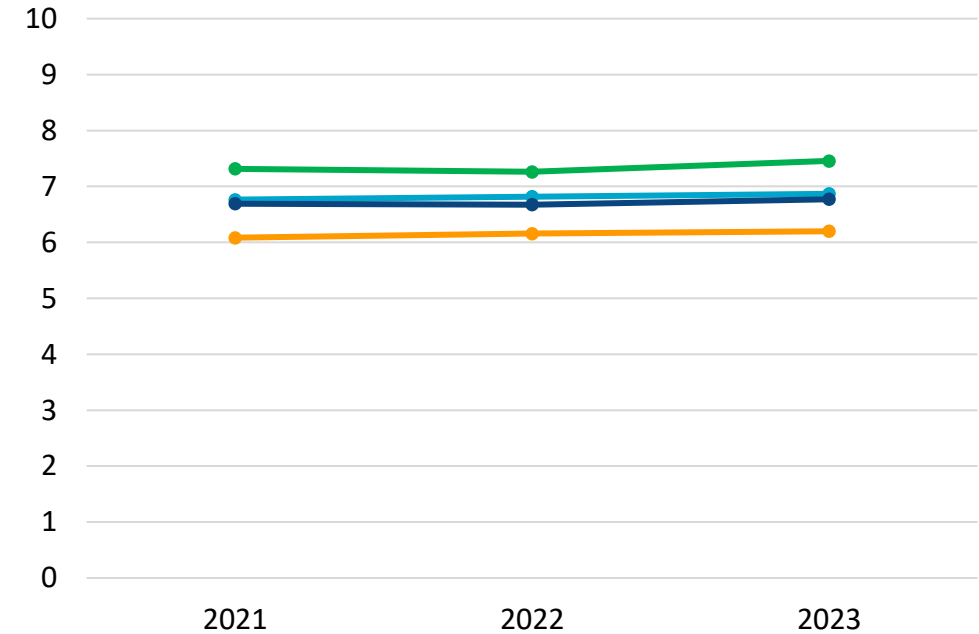


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



	2021	2022	2023
Your org	6.58	6.62	6.72
Best result	7.01	7.08	7.20
Average result	6.62	6.73	6.83
Worst result	6.05	5.93	6.09
Responses	4975	4681	4736

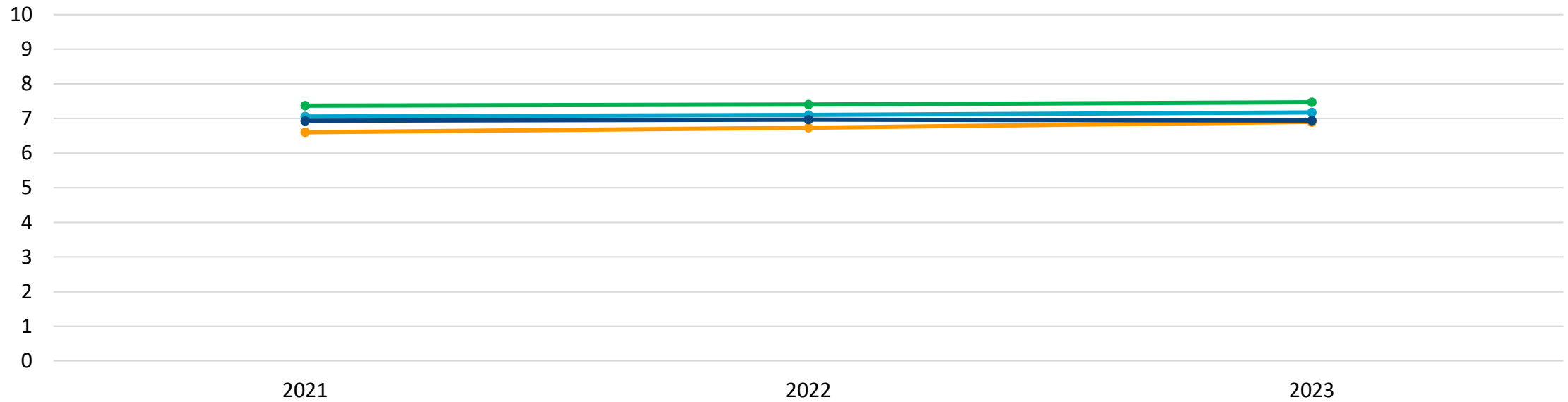
	2021	2022	2023
Your org	6.69	6.68	6.77
Best result	7.32	7.26	7.46
Average result	6.76	6.82	6.87
Worst result	6.08	6.16	6.20
Responses	4988	4684	4727

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 7: We are a team

We are a team



	2021	2022	2023
Your org	6.93	6.97	6.94
Best result	7.37	7.40	7.47
Average result	7.06	7.10	7.18
Worst result	6.60	6.73	6.90
Responses	4930	4679	4730



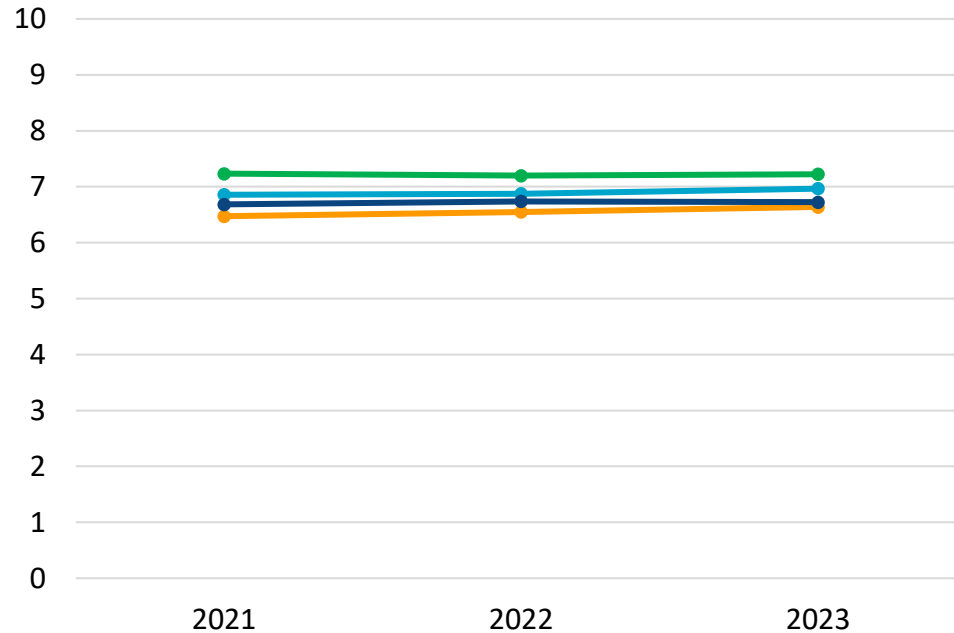
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



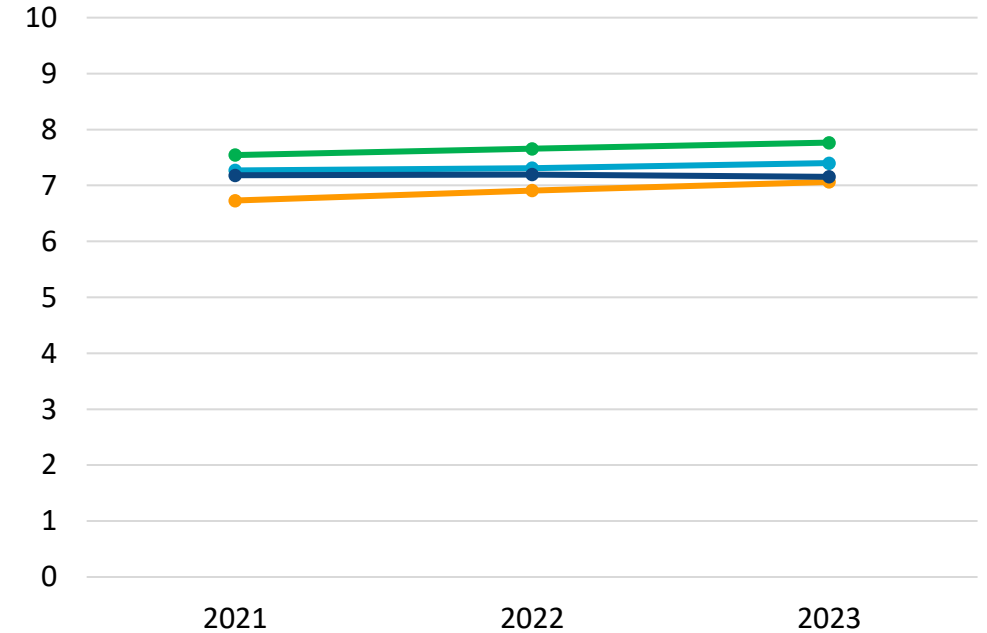
Promise element 7: We are a team

Team working



	2021	2022	2023
Your org	6.68	6.74	6.72
Best result	7.23	7.20	7.22
Average result	6.86	6.87	6.97
Worst result	6.47	6.55	6.64
Responses	4956	4681	4735

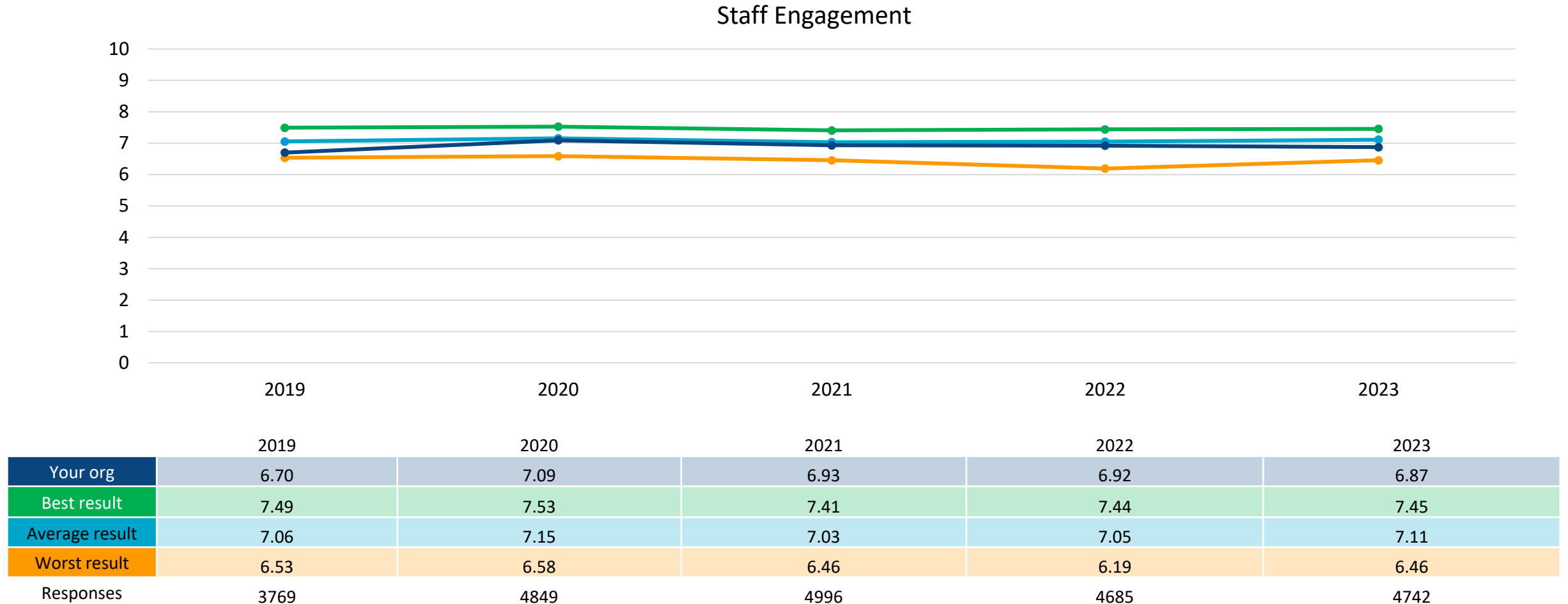
Line management



	2021	2022	2023
Your org	7.18	7.20	7.16
Best result	7.54	7.66	7.76
Average result	7.27	7.31	7.40
Worst result	6.73	6.91	7.06
Responses	4934	4680	4732

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement



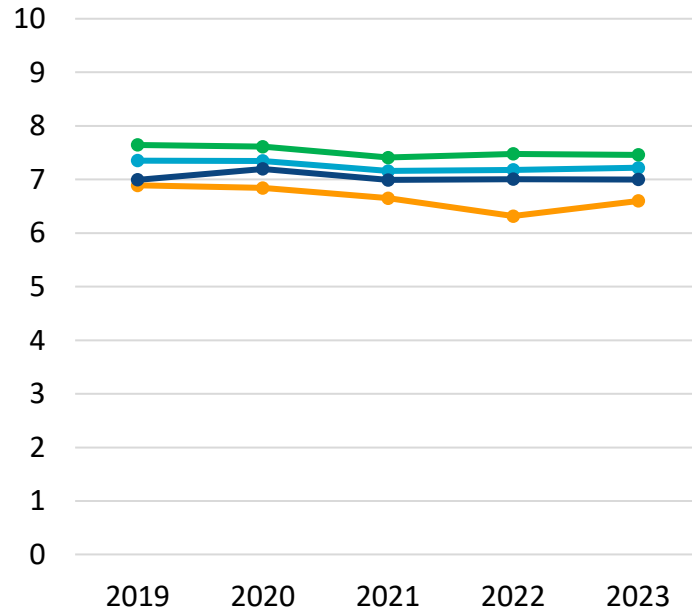


People Promise elements, themes and sub-scores: Sub-score trends

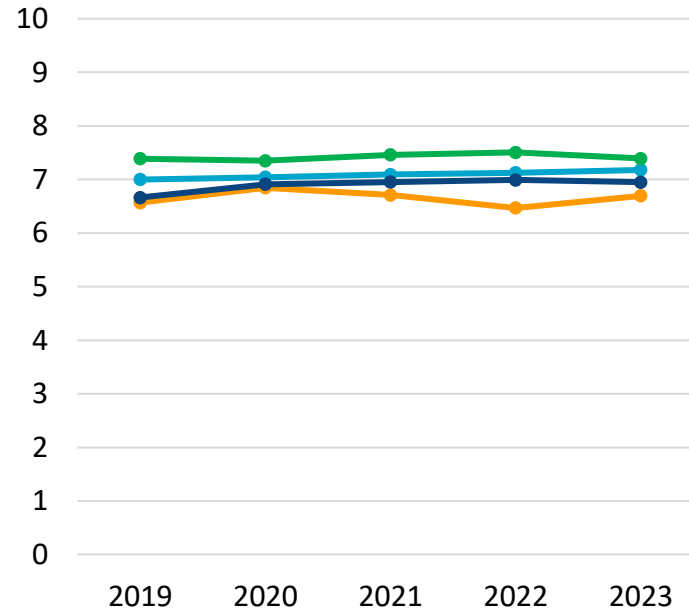
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement

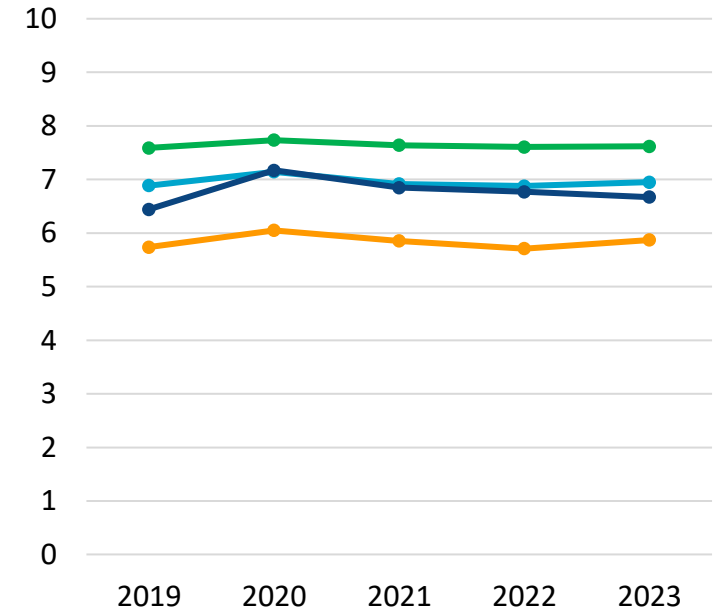
Motivation



Involvement



Advocacy



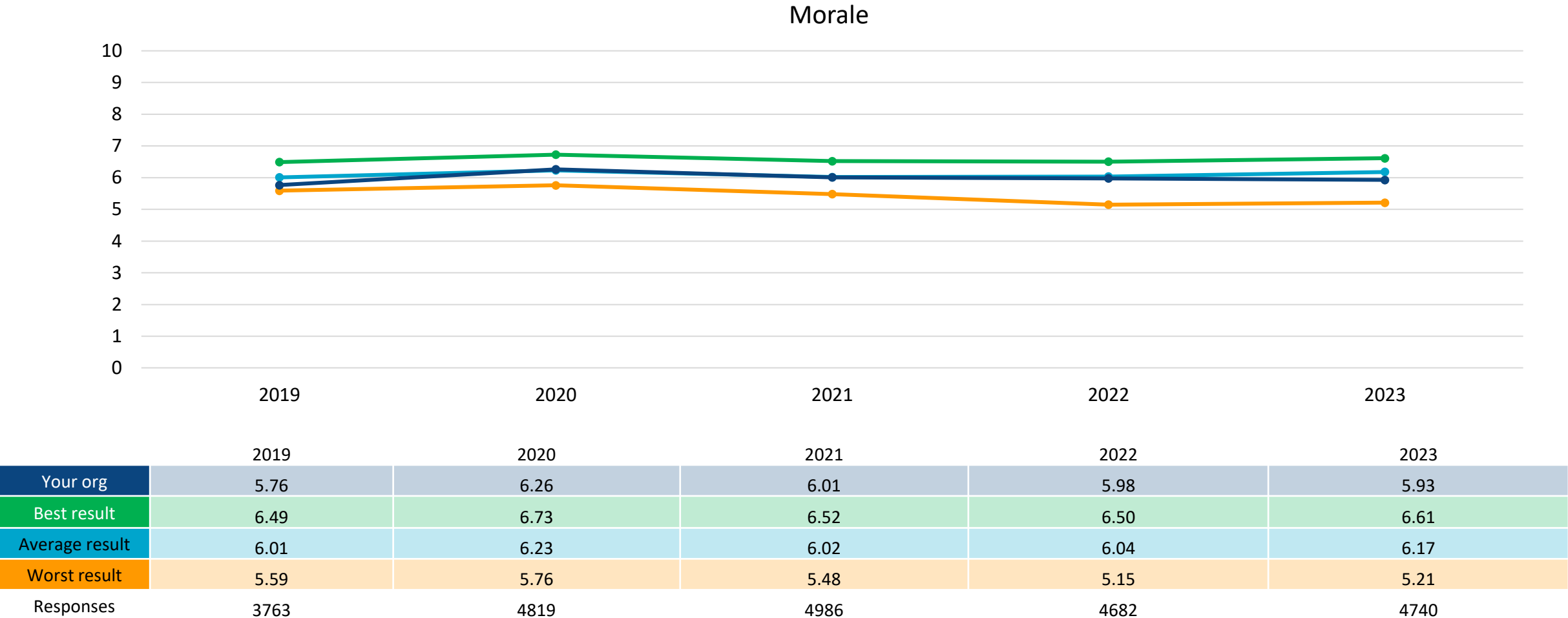
	2019	2020	2021	2022	2023
Your org	6.99	7.20	6.99	7.00	7.00
Best result	7.64	7.61	7.41	7.48	7.46
Average result	7.35	7.35	7.16	7.18	7.22
Worst result	6.89	6.84	6.65	6.31	6.60
Responses	3739	4853	5009	4654	4701

	2019	2020	2021	2022	2023
Your org	6.66	6.91	6.95	6.99	6.95
Best result	7.39	7.35	7.46	7.50	7.39
Average result	7.00	7.04	7.09	7.12	7.18
Worst result	6.57	6.84	6.71	6.47	6.69
Responses	3764	4849	5000	4680	4746

	2019	2020	2021	2022	2023
Your org	6.44	7.17	6.85	6.77	6.67
Best result	7.59	7.73	7.64	7.60	7.62
Average result	6.89	7.14	6.91	6.88	6.95
Worst result	5.74	6.05	5.85	5.71	5.87
Responses	3701	4751	4876	4665	4728

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale



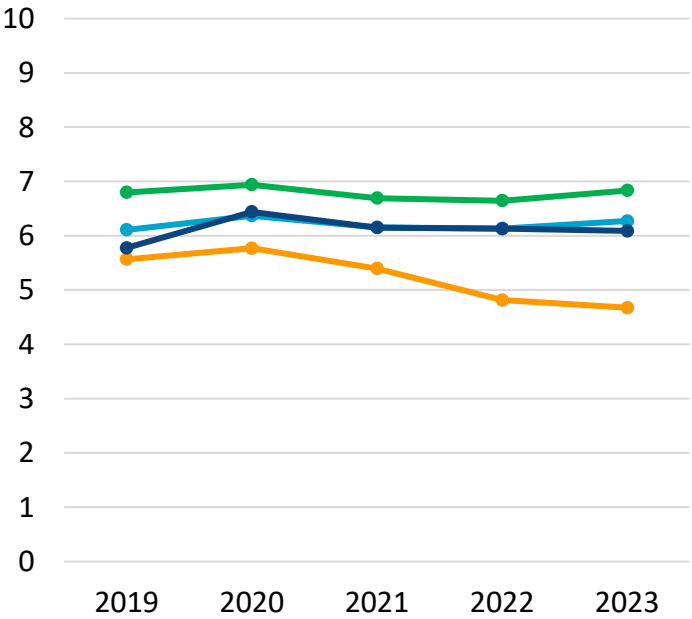


People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

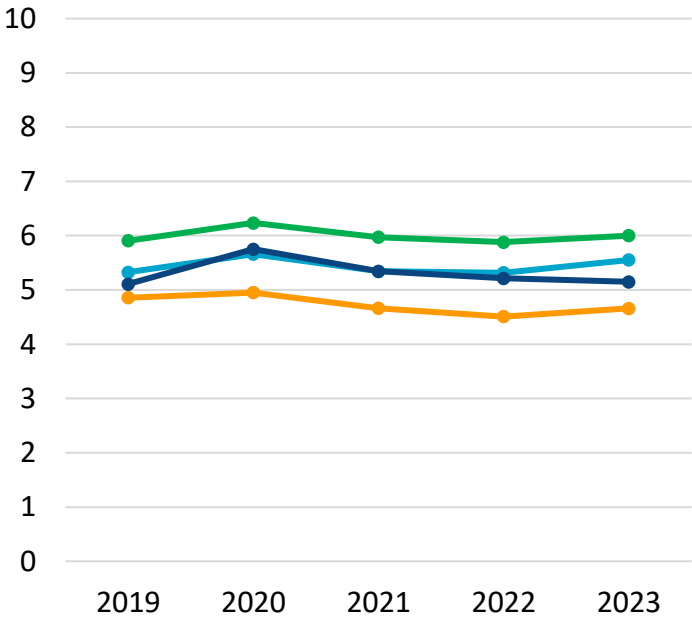
Theme: Morale

Thinking about leaving



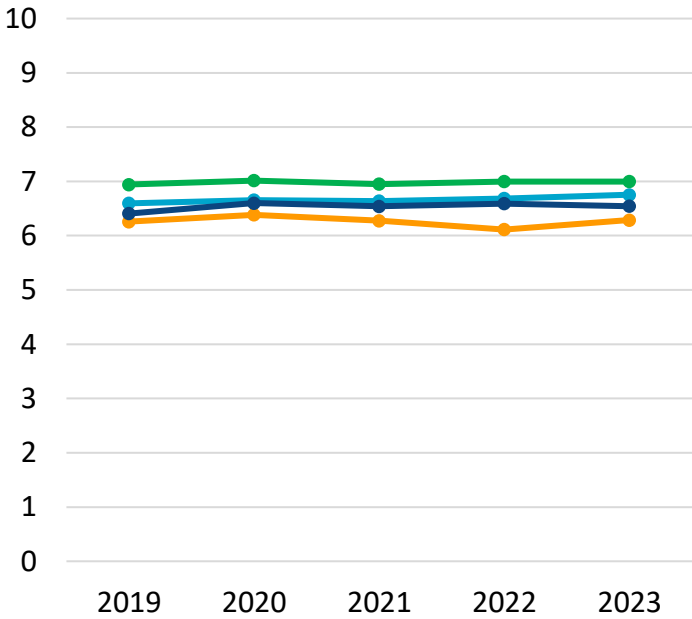
	2019	2020	2021	2022	2023
Your org	5.78	6.44	6.15	6.13	6.09
Best result	6.80	6.94	6.69	6.64	6.84
Average result	6.11	6.37	6.15	6.13	6.27
Worst result	5.57	5.77	5.39	4.82	4.67
Responses	3701	4746	4868	4659	4724

Work pressure



	2019	2020	2021	2022	2023
Your org	5.11	5.75	5.34	5.22	5.15
Best result	5.91	6.23	5.97	5.88	6.00
Average result	5.33	5.66	5.34	5.32	5.55
Worst result	4.86	4.95	4.66	4.51	4.66
Responses	3761	4845	5000	4682	4742

Stressors



	2019	2020	2021	2022	2023
Your org	6.41	6.60	6.54	6.59	6.54
Best result	6.94	7.01	6.95	7.00	7.00
Average result	6.60	6.65	6.64	6.69	6.75
Worst result	6.26	6.39	6.28	6.11	6.29
Responses	3720	4818	4972	4677	4736

People Promise element – We are compassionate and inclusive



Questions included:

Compassionate culture – Q6a, Q25a, Q25b, Q25c, Q25d

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

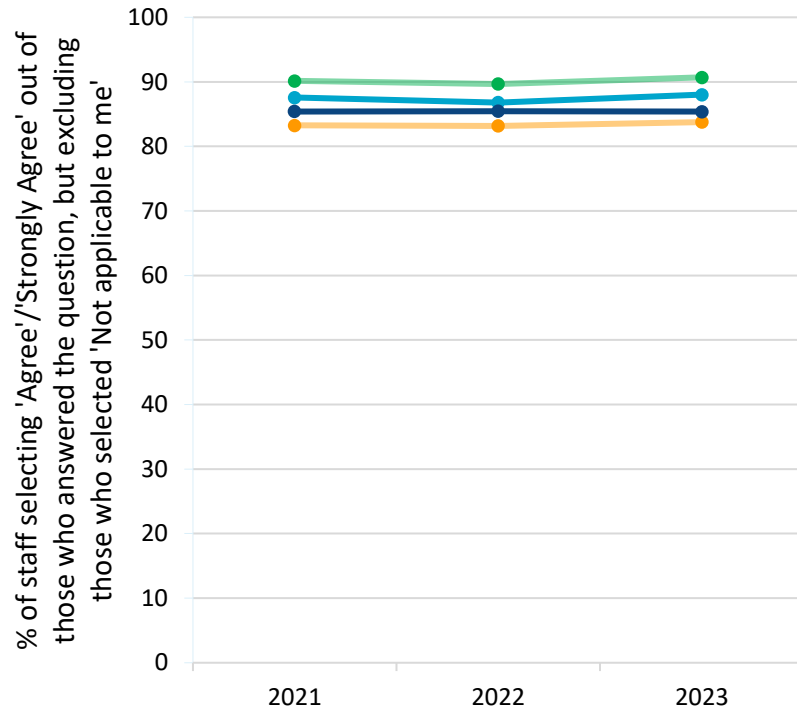
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

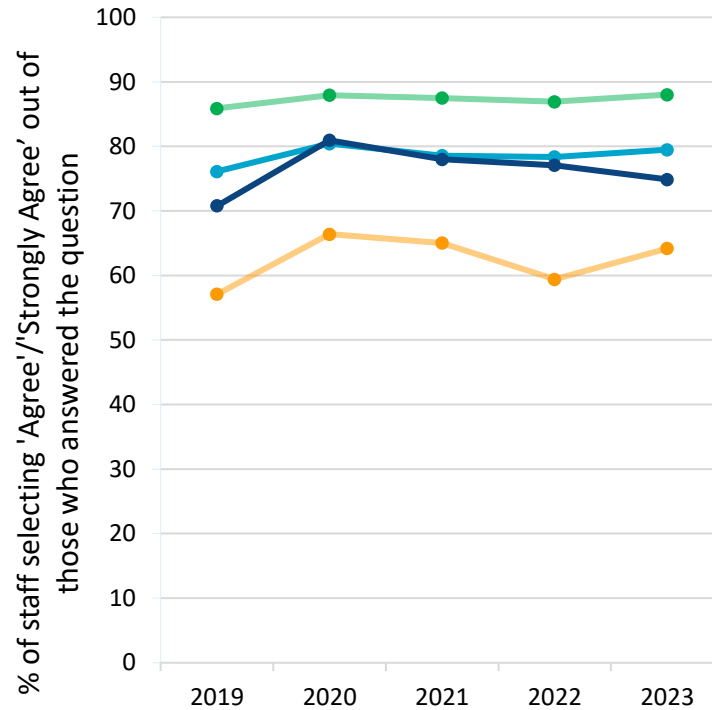


Q6a I feel that my role makes a difference to patients / service users.



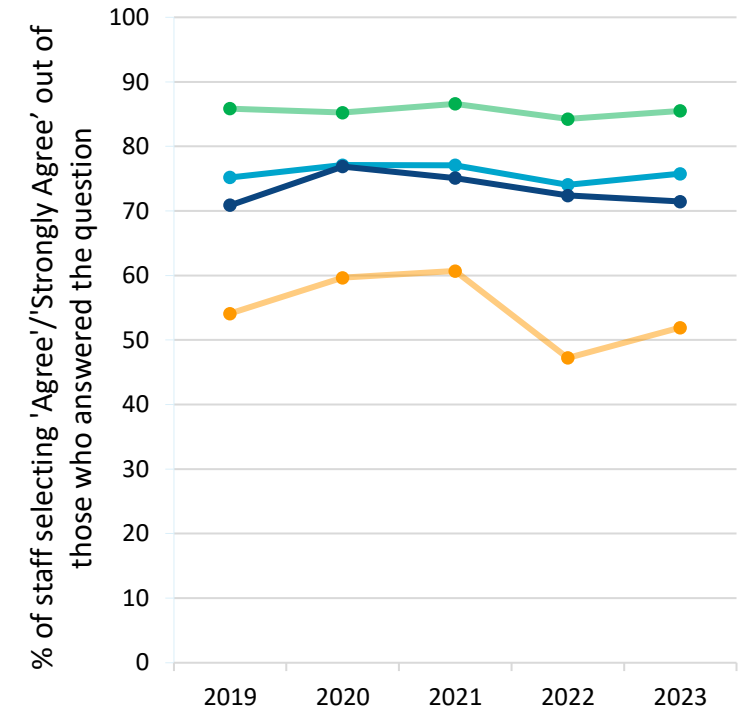
	2021	2022	2023
Your org	85.39%	85.46%	85.38%
Best result	90.14%	89.67%	90.69%
Average result	87.57%	86.81%	88.02%
Worst result	83.26%	83.18%	83.79%
Responses	4798	4521	4564

Q25a Care of patients / service users is my organisation's top priority.



	2019	2020	2021	2022	2023
Your org	70.77%	80.96%	77.99%	77.09%	74.88%
Best result	85.89%	87.93%	87.50%	86.92%	88.01%
Average result	76.11%	80.42%	78.56%	78.37%	79.49%
Worst result	57.09%	66.39%	65.04%	59.39%	64.18%
Responses	3700	4747	4873	4663	4723

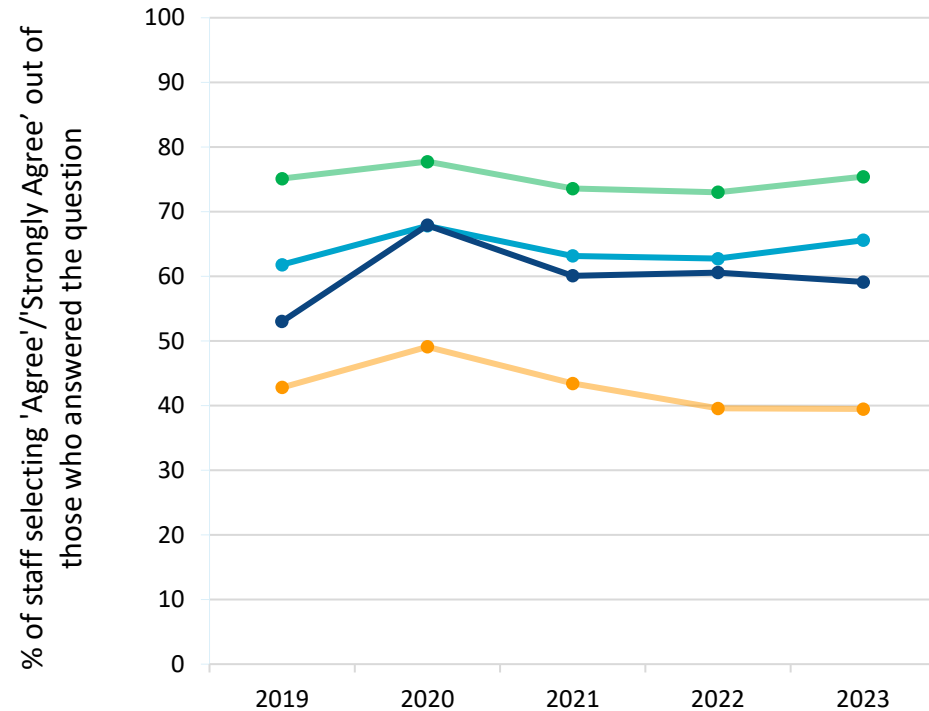
Q25b My organisation acts on concerns raised by patients / service users.



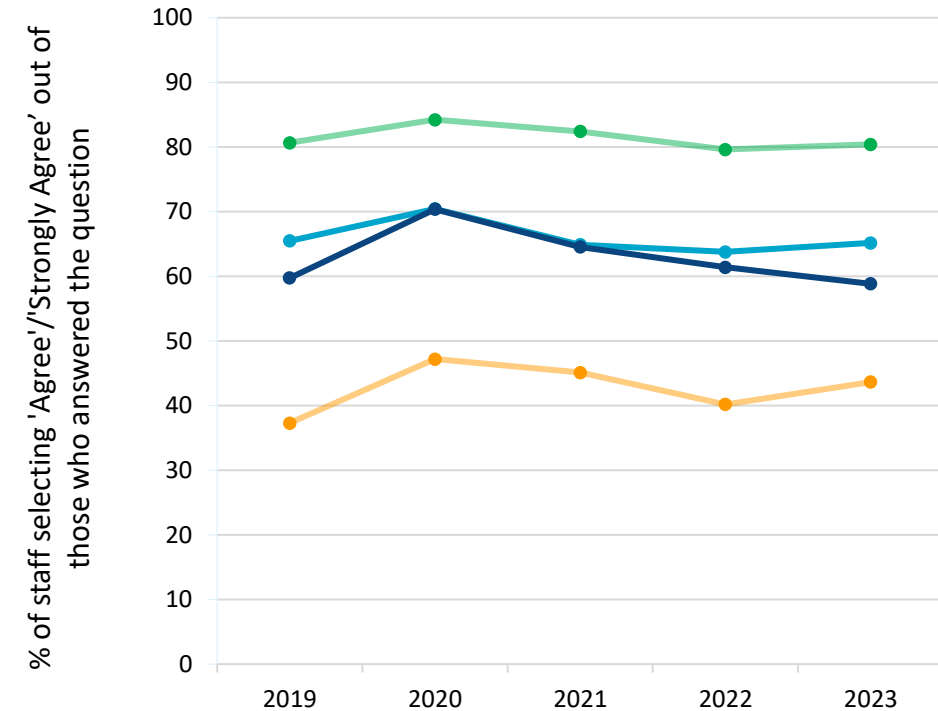
	2019	2020	2021	2022	2023
Your org	70.88%	76.88%	75.10%	72.41%	71.44%
Best result	85.85%	85.24%	86.61%	84.24%	85.52%
Average result	75.20%	77.10%	77.08%	74.06%	75.76%
Worst result	54.09%	59.66%	60.69%	47.24%	51.93%
Responses	3688	4745	4866	4654	4715



Q25c I would recommend my organisation as a place to work.



Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.

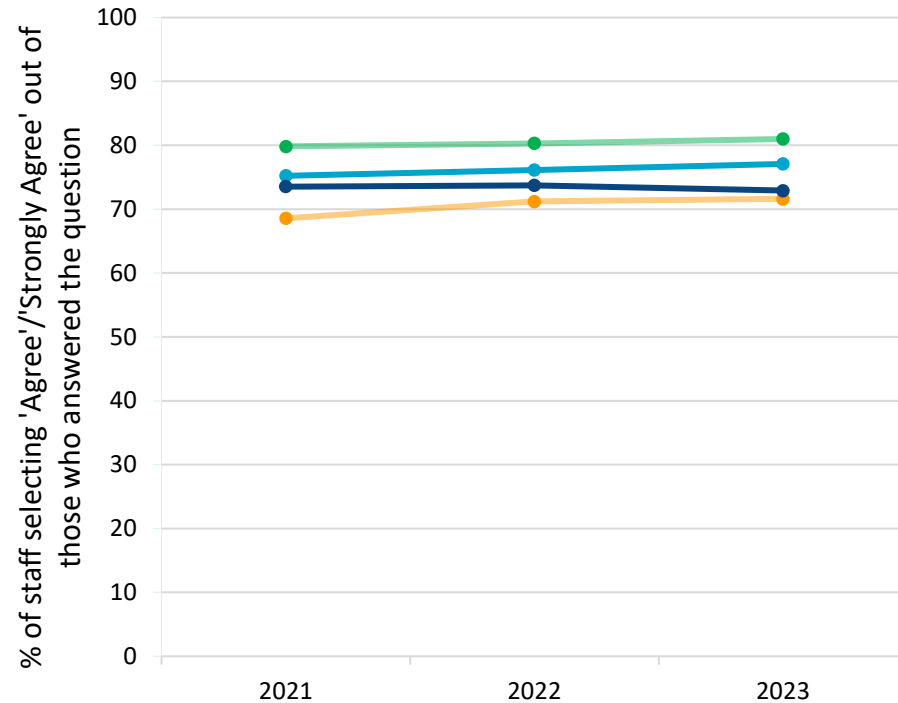


	2019	2020	2021	2022	2023
Your org	52.99%	67.91%	60.10%	60.60%	59.13%
Best result	75.13%	77.76%	73.58%	73.01%	75.43%
Average result	61.79%	67.83%	63.17%	62.74%	65.59%
Worst result	42.82%	49.09%	43.43%	39.56%	39.46%
Responses	3691	4750	4872	4667	4722

	2019	2020	2021	2022	2023
Your org	59.73%	70.40%	64.55%	61.41%	58.85%
Best result	80.67%	84.23%	82.42%	79.63%	80.42%
Average result	65.50%	70.45%	64.89%	63.78%	65.18%
Worst result	37.29%	47.19%	45.13%	40.19%	43.64%
Responses	3676	4747	4868	4660	4714

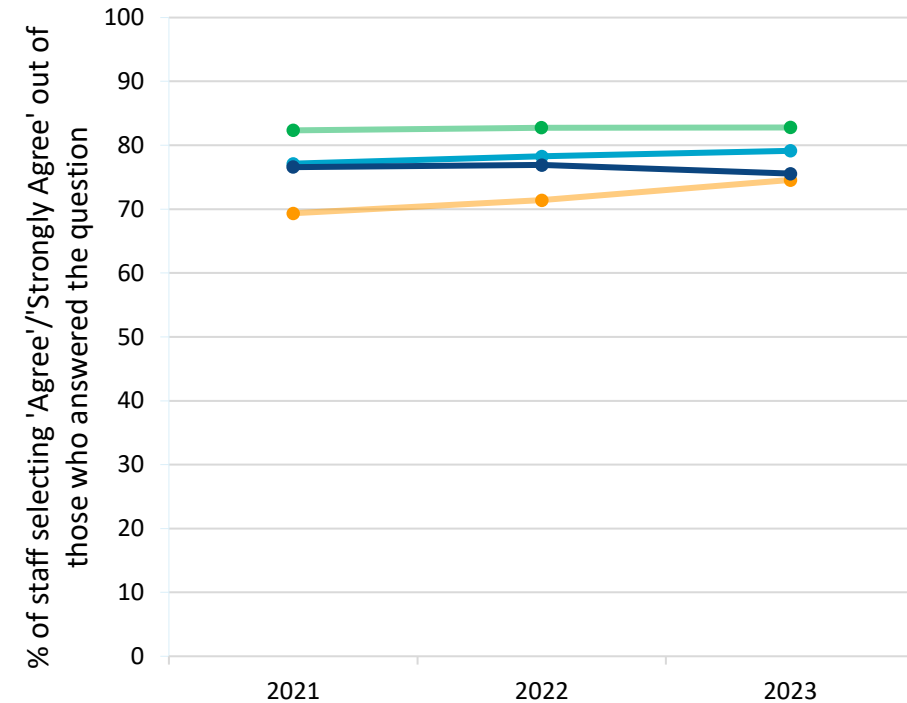


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023
Your org	73.52%	73.73%	72.91%
Best result	79.81%	80.30%	80.98%
Average result	75.23%	76.13%	77.09%
Worst result	68.57%	71.19%	71.60%
Responses	4928	4681	4725

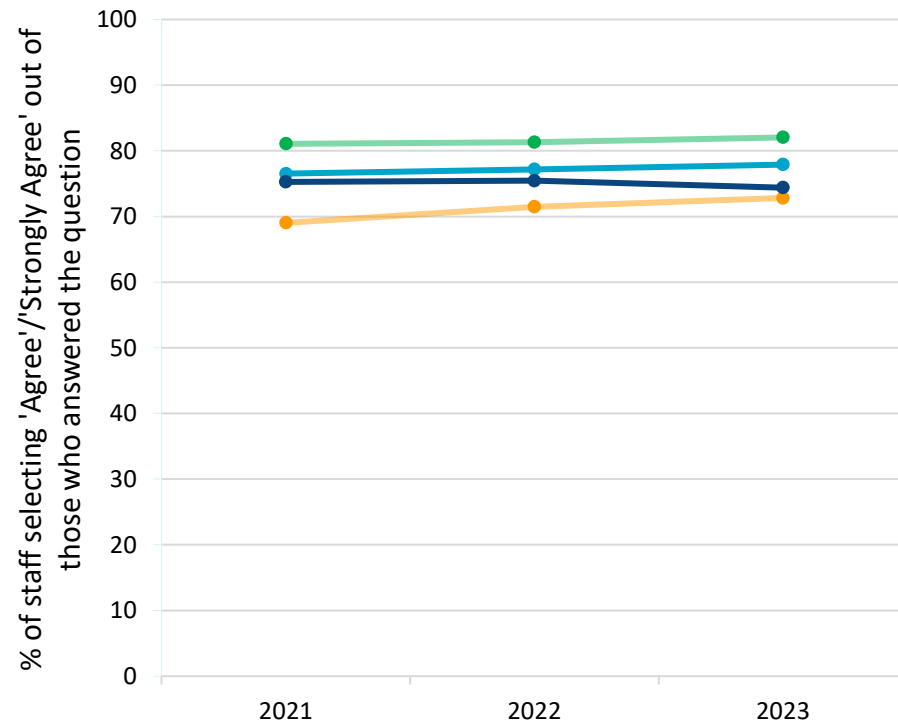
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023
Your org	76.59%	76.90%	75.56%
Best result	82.35%	82.75%	82.80%
Average result	77.10%	78.25%	79.15%
Worst result	69.35%	71.40%	74.55%
Responses	4930	4680	4731

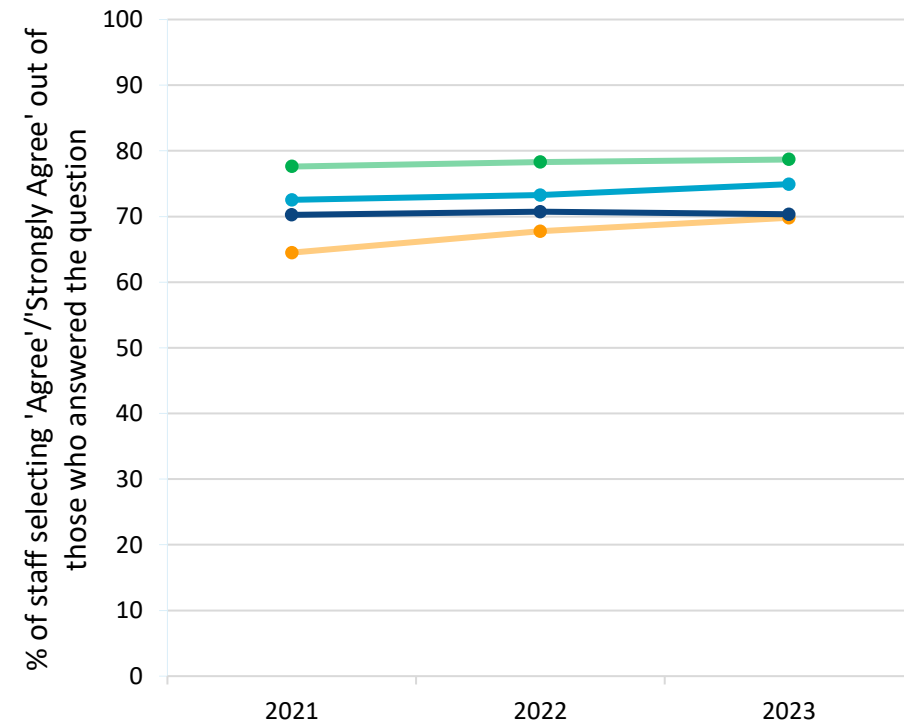


Q9h My immediate manager cares about my concerns.



	2021	2022	2023
Your org	75.26%	75.46%	74.40%
Best result	81.08%	81.34%	82.06%
Average result	76.52%	77.18%	77.92%
Worst result	69.03%	71.48%	72.82%
Responses	4929	4677	4730

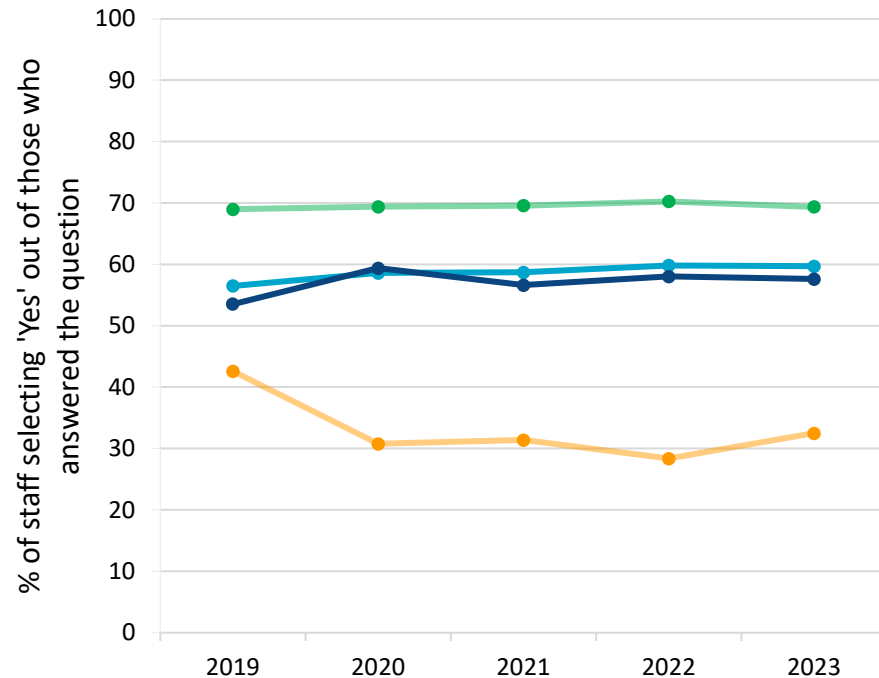
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023
Your org	70.24%	70.73%	70.35%
Best result	77.63%	78.30%	78.70%
Average result	72.54%	73.25%	74.90%
Worst result	64.49%	67.76%	69.80%
Responses	4925	4678	4725

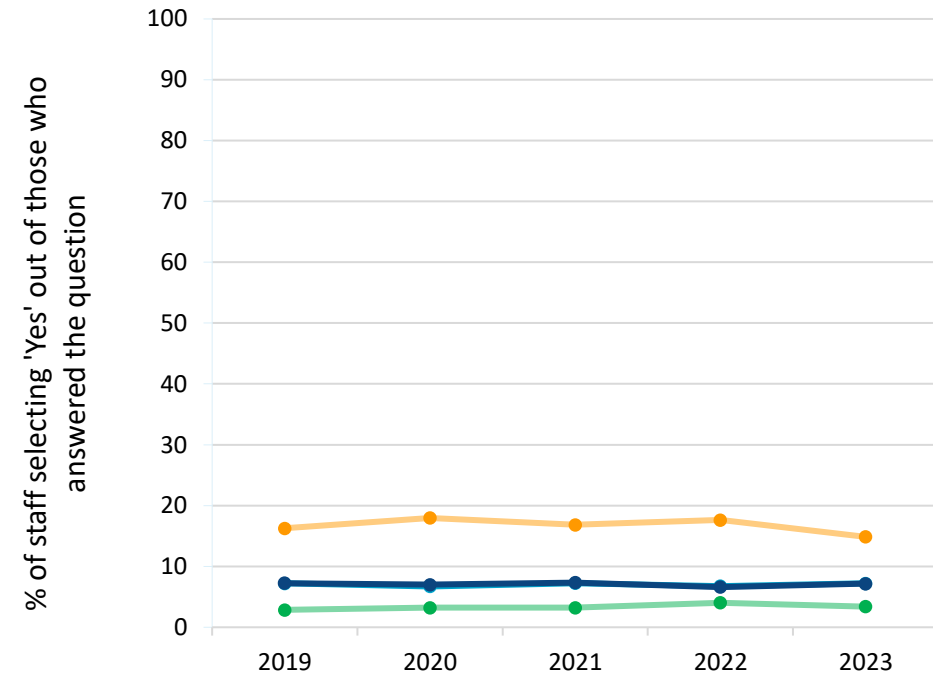


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2019	2020	2021	2022	2023
Your org	53.51%	59.37%	56.60%	58.02%	57.60%
Best result	68.97%	69.39%	69.57%	70.24%	69.35%
Average result	56.50%	58.60%	58.69%	59.83%	59.69%
Worst result	42.59%	30.76%	31.37%	28.35%	32.49%
Responses	3714	4736	4874	4626	4679

Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?

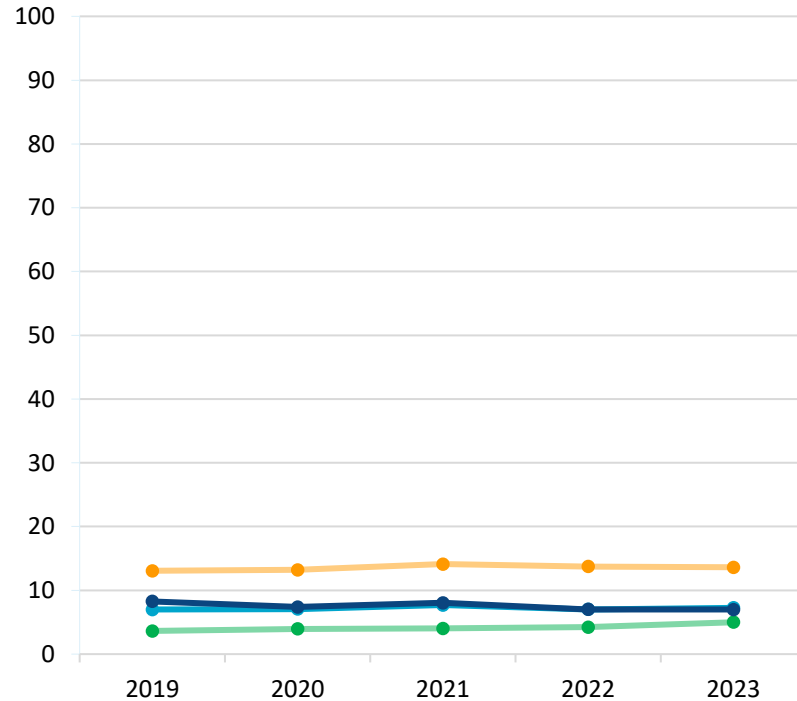


	2019	2020	2021	2022	2023
Your org	7.22%	7.00%	7.36%	6.62%	7.16%
Best result	2.85%	3.22%	3.23%	4.04%	3.41%
Average result	7.22%	6.71%	7.24%	6.76%	7.22%
Worst result	16.25%	17.98%	16.85%	17.64%	14.88%
Responses	3708	4769	4896	4661	4715



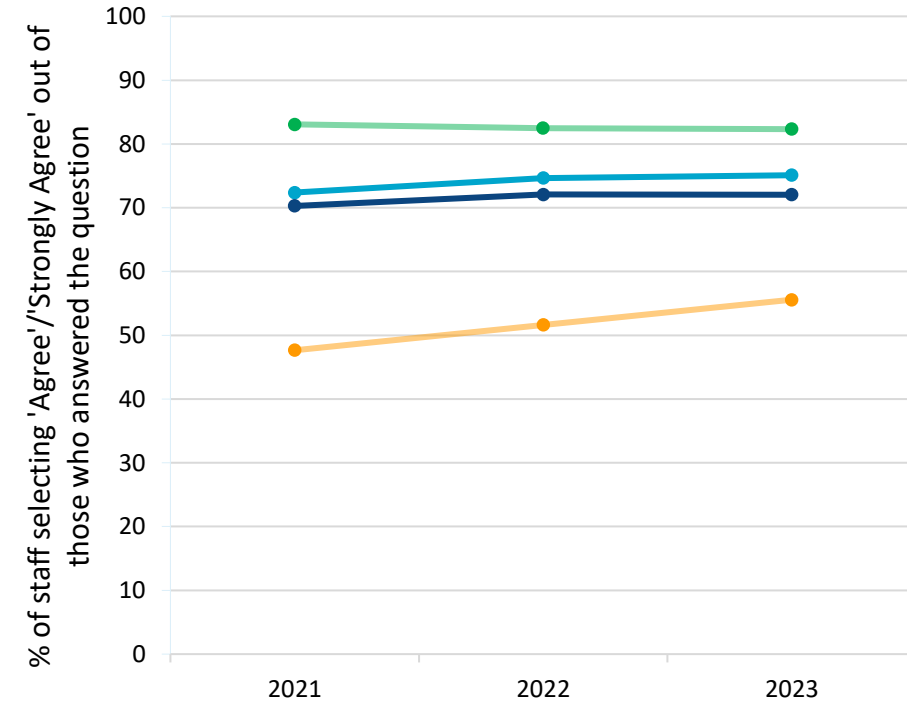
Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?

% of staff selecting 'Yes' out of those who answered the question



	2019	2020	2021	2022	2023
Your org	8.24%	7.37%	8.03%	7.01%	6.98%
Best result	3.62%	3.93%	4.03%	4.22%	5.00%
Average result	6.98%	7.06%	7.68%	7.01%	7.25%
Worst result	13.04%	13.21%	14.12%	13.74%	13.61%
Responses	3667	4756	4889	4649	4662

Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).

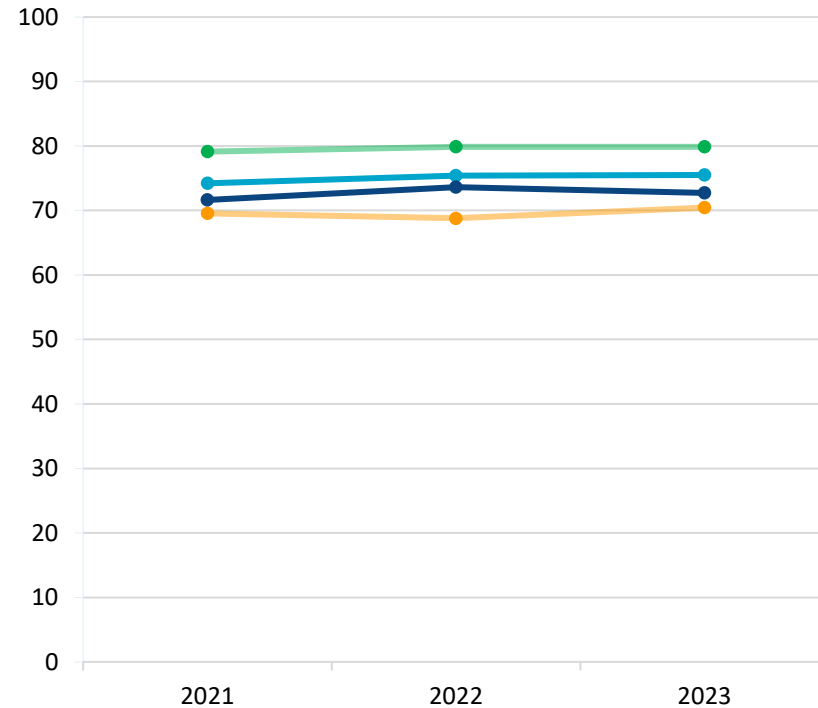


	2021	2022	2023
Your org	70.29%	72.07%	72.05%
Best result	83.08%	82.49%	82.34%
Average result	72.39%	74.65%	75.12%
Worst result	47.66%	51.61%	55.57%
Responses	4906	4666	4725



Q7h I feel valued by my team.

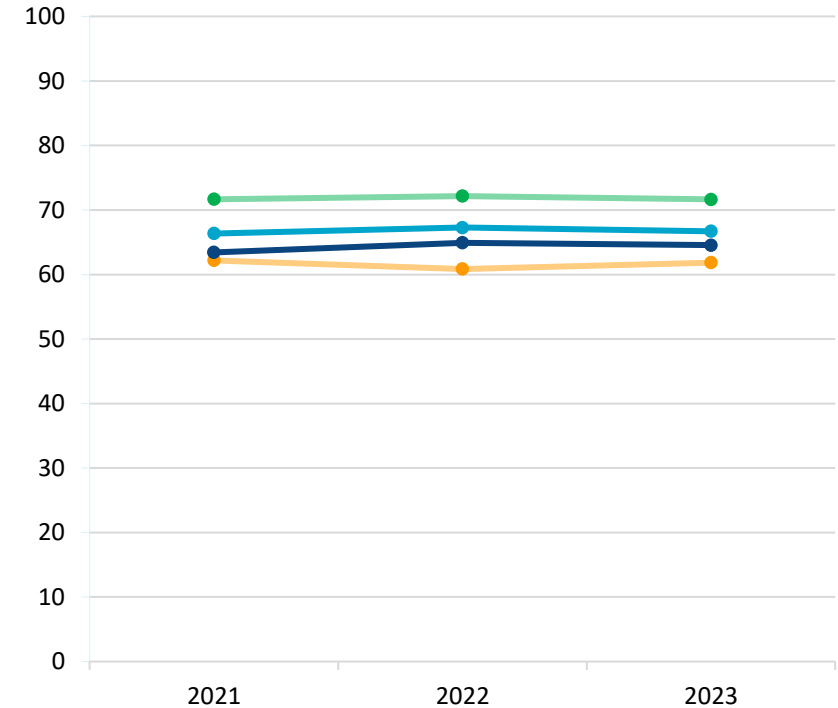
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	71.63%	73.62%	72.73%
Best result	79.13%	79.88%	79.87%
Average result	74.22%	75.41%	75.51%
Worst result	69.56%	68.78%	70.45%
Responses	4951	4677	4726

Q7i I feel a strong personal attachment to my team.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

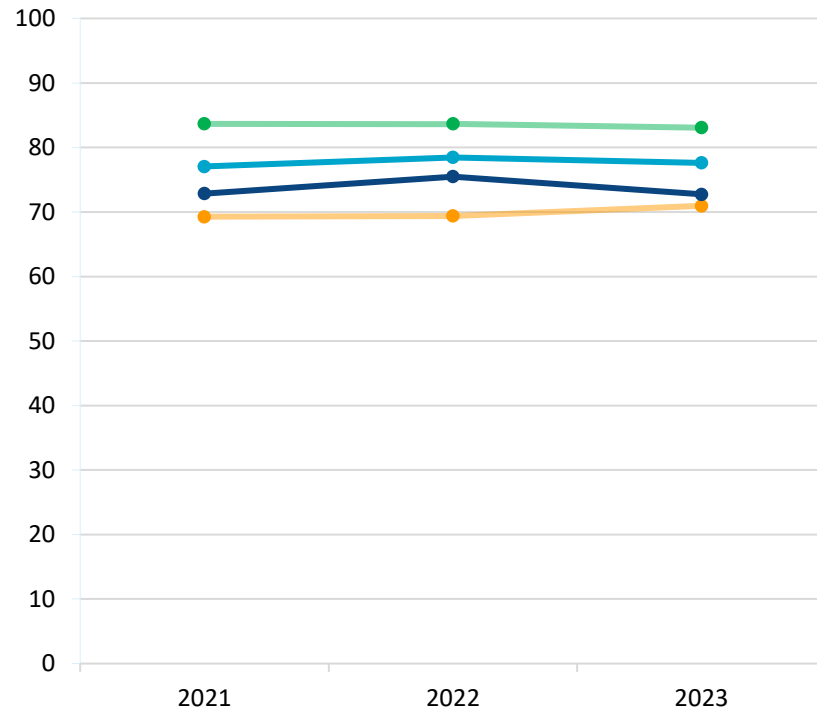


	2021	2022	2023
Your org	63.42%	64.93%	64.56%
Best result	71.67%	72.18%	71.66%
Average result	66.37%	67.28%	66.73%
Worst result	62.19%	60.86%	61.85%
Responses	4953	4679	4719



Q8b The people I work with are understanding and kind to one another.

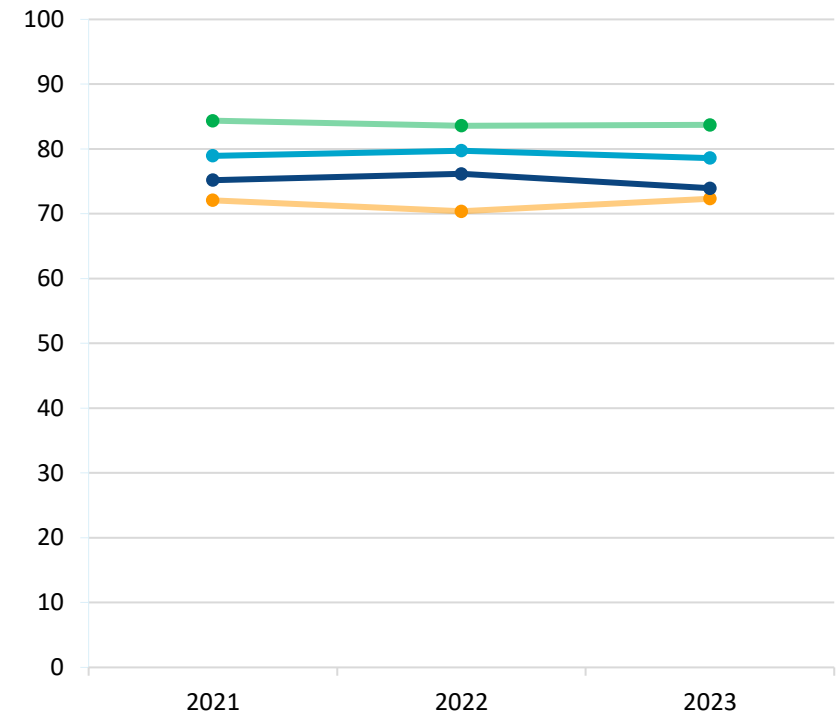
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	72.87%	75.50%	72.75%
Best result	83.68%	83.67%	83.09%
Average result	77.06%	78.47%	77.62%
Worst result	69.27%	69.40%	70.97%
Responses	4947	4681	4728

Q8c The people I work with are polite and treat each other with respect.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	75.17%	76.16%	73.93%
Best result	84.34%	83.56%	83.69%
Average result	78.95%	79.73%	78.60%
Worst result	72.08%	70.37%	72.33%
Responses	4945	4679	4727

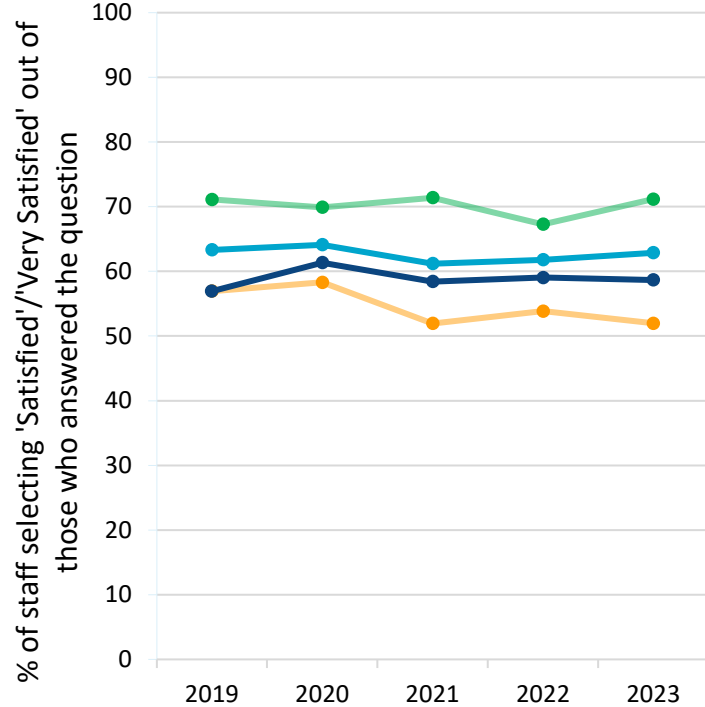
People Promise element – We are recognised and rewarded



Questions included:
Q4a, Q4b, Q4c, Q8d, Q9e



Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.

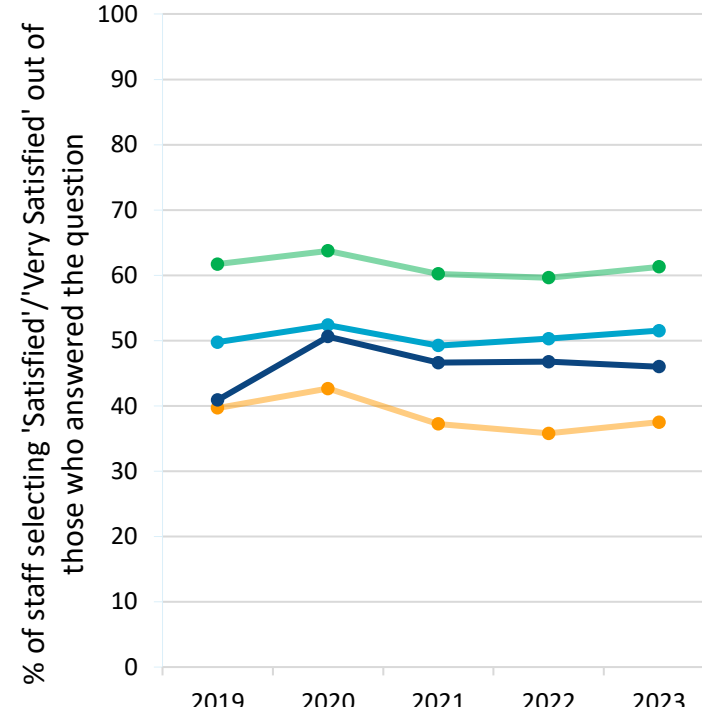


2019 2020 2021 2022 2023

Your org	56.94%	61.33%	58.40%	59.04%	58.66%
Best result	71.11%	69.88%	71.38%	67.28%	71.15%
Average result	63.30%	64.11%	61.18%	61.78%	62.87%
Worst result	56.94%	58.29%	51.93%	53.84%	51.97%

Responses 3738 4813 4989 4685 4739

Q4b How satisfied are you with each of the following aspects of your job? The extent to which my organisation values my work.

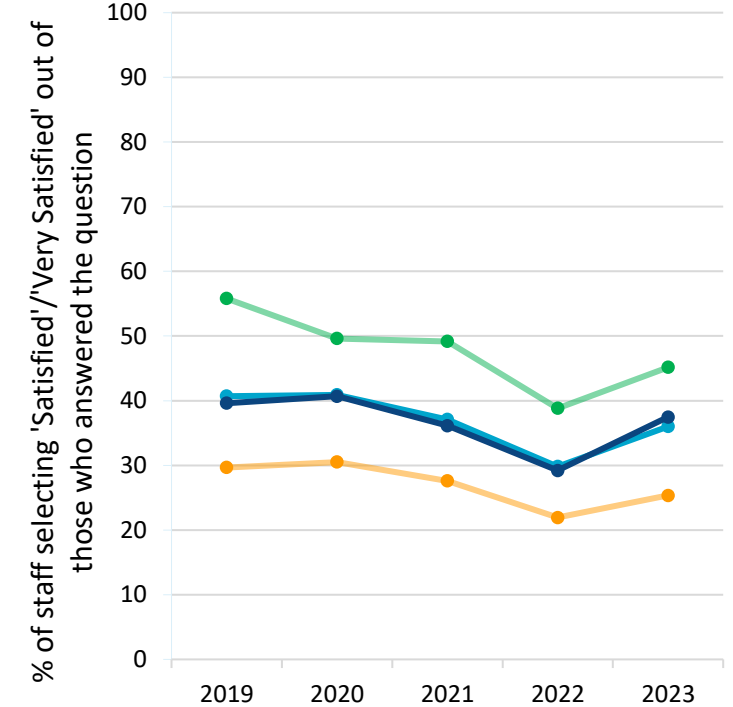


2019 2020 2021 2022 2023

Your org	40.88%	50.60%	46.61%	46.75%	46.00%
Best result	61.72%	63.74%	60.21%	59.62%	61.30%
Average result	49.76%	52.38%	49.24%	50.30%	51.52%
Worst result	39.67%	42.64%	37.23%	35.78%	37.49%

Responses 3732 4805 4991 4682 4738

Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



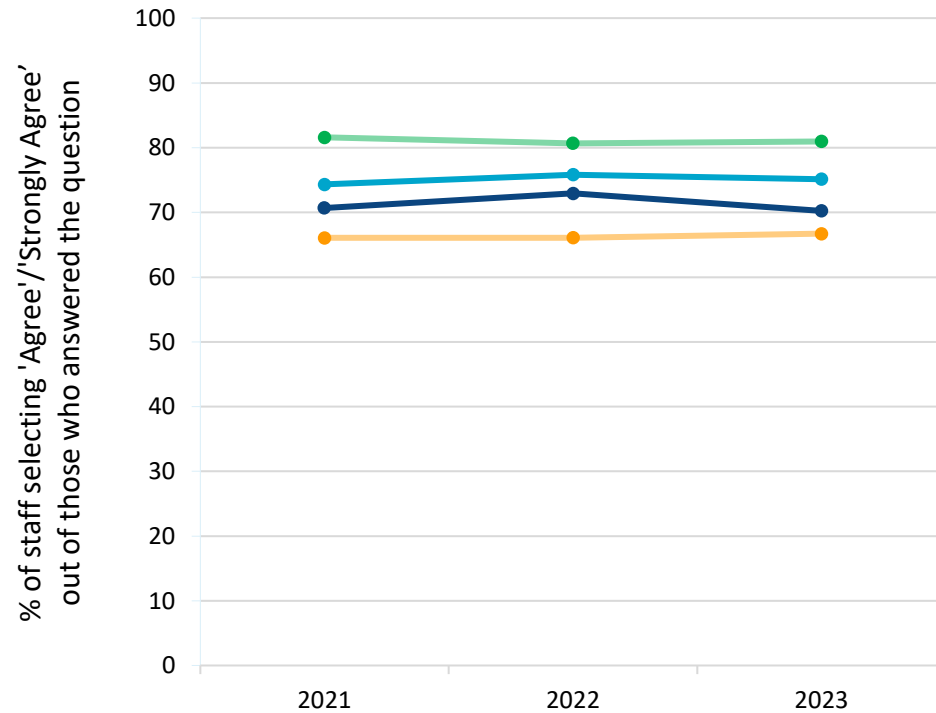
2019 2020 2021 2022 2023

Your org	39.61%	40.69%	36.12%	29.20%	37.47%
Best result	55.79%	49.62%	49.16%	38.82%	45.16%
Average result	40.71%	40.92%	37.09%	29.82%	36.00%
Worst result	29.67%	30.53%	27.59%	21.93%	25.35%

Responses 3729 4804 4988 4682 4735

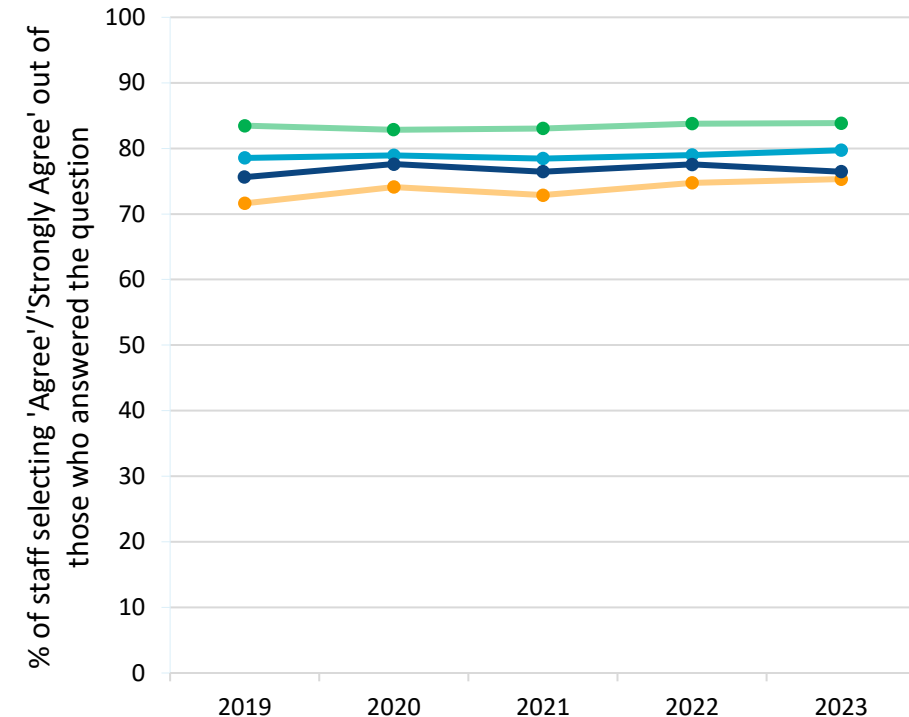


Q8d The people I work with show appreciation to one another.



	2021	2022	2023
Your org	70.67%	72.93%	70.24%
Best result	81.59%	80.65%	80.97%
Average result	74.33%	75.83%	75.15%
Worst result	66.07%	66.10%	66.70%
Responses	4947	4677	4725

Q9e My immediate manager values my work.



	2019	2020	2021	2022	2023
Your org	75.63%	77.59%	76.46%	77.56%	76.45%
Best result	83.46%	82.82%	83.03%	83.77%	83.85%
Average result	78.55%	78.95%	78.46%	79.01%	79.73%
Worst result	71.62%	74.11%	72.87%	74.74%	75.31%
Responses	3731	4785	4927	4674	4728

People Promise element – We each have a voice that counts



Questions included:

Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

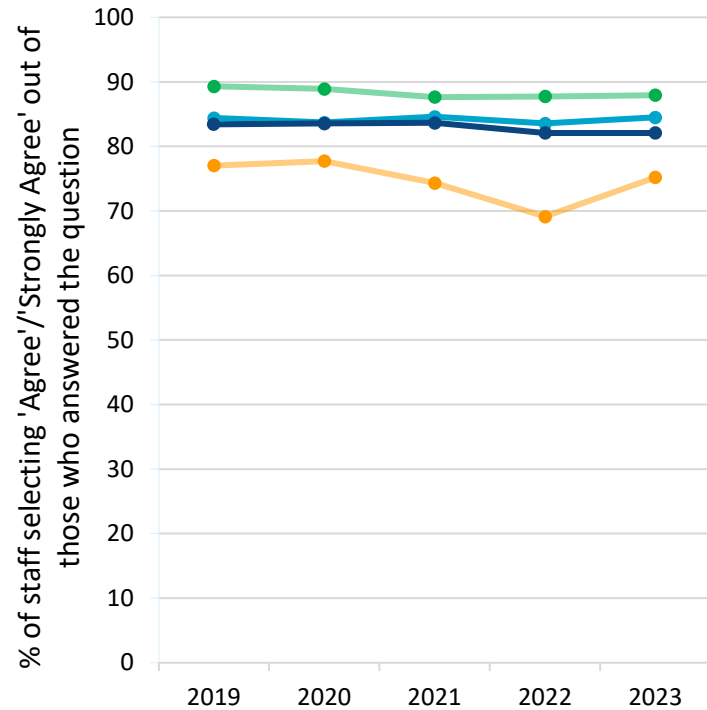
Raising concerns – Q20a, Q20b, Q25e, Q25f



People Promise elements and theme results – We each have a voice that counts: Autonomy and control

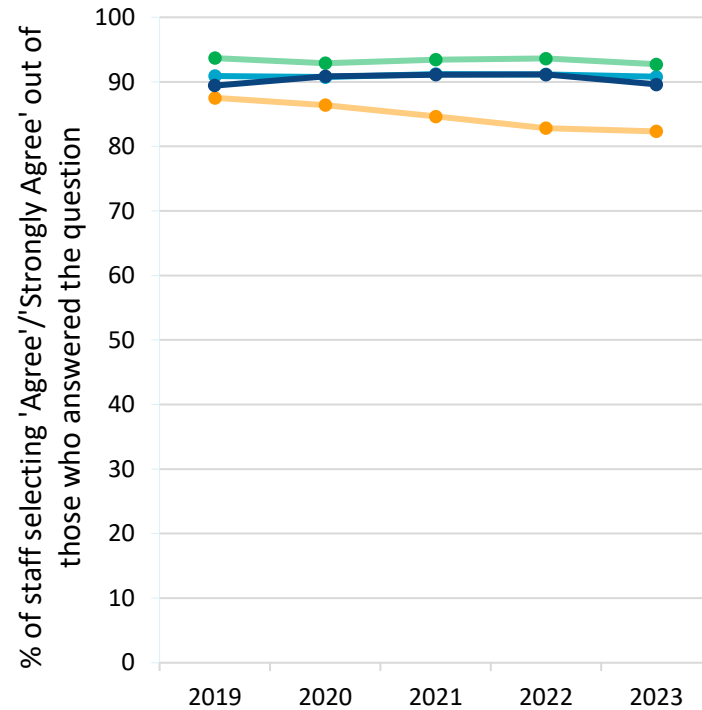


Q3a I always know what my work responsibilities are.



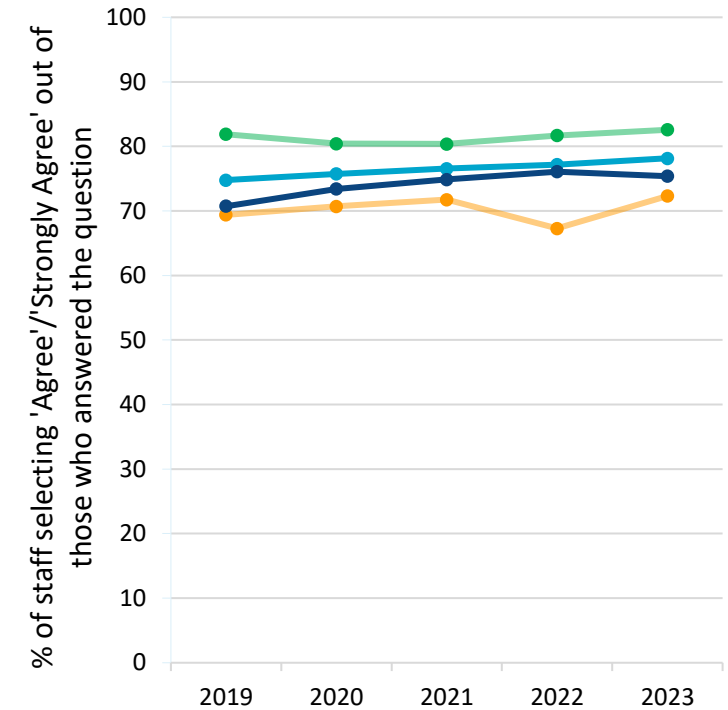
	2019	2020	2021	2022	2023
Your org	83.41%	83.55%	83.64%	82.10%	82.09%
Best result	89.31%	88.91%	87.64%	87.74%	87.94%
Average result	84.39%	83.69%	84.60%	83.54%	84.49%
Worst result	77.03%	77.72%	74.34%	69.12%	75.20%
Responses	3737	4873	4997	4681	4741

Q3b I am trusted to do my job.



	2019	2020	2021	2022	2023
Your org	89.39%	90.85%	91.11%	91.15%	89.59%
Best result	93.69%	92.90%	93.44%	93.62%	92.73%
Average result	90.91%	90.74%	91.22%	91.17%	90.79%
Worst result	87.51%	86.39%	84.65%	82.82%	82.33%
Responses	3721	4867	4995	4683	4737

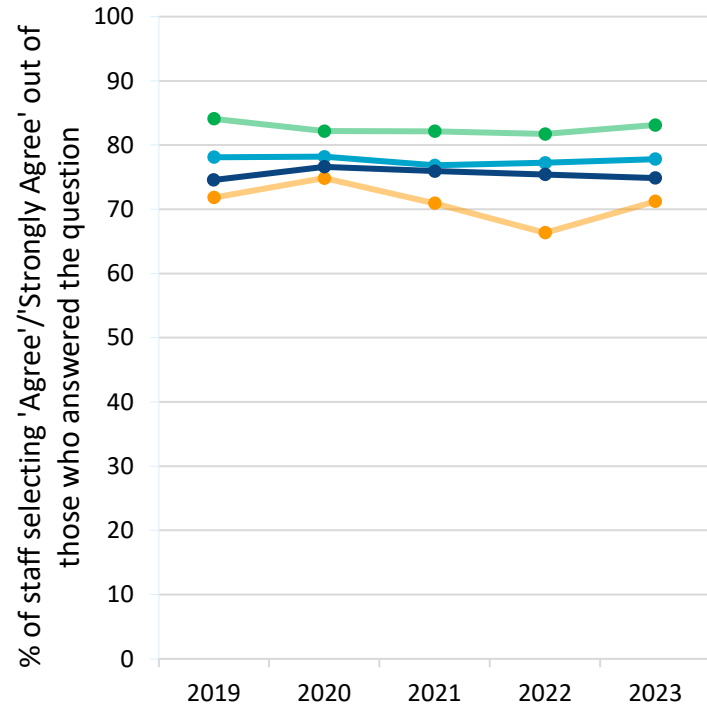
Q3c There are frequent opportunities for me to show initiative in my role.



	2019	2020	2021	2022	2023
Your org	70.71%	73.41%	74.88%	76.08%	75.39%
Best result	81.89%	80.42%	80.39%	81.69%	82.58%
Average result	74.78%	75.75%	76.55%	77.17%	78.14%
Worst result	69.39%	70.70%	71.75%	67.29%	72.32%
Responses	3763	4847	4997	4675	4736

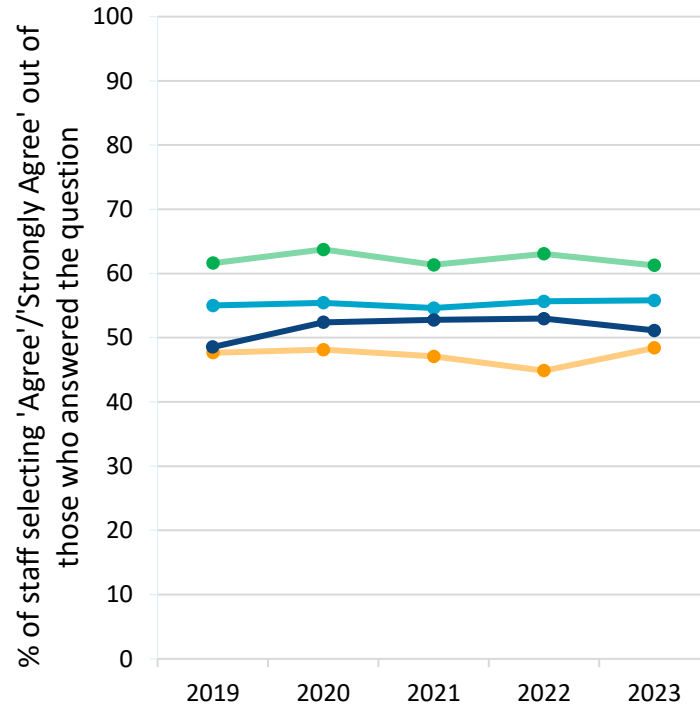


Q3d I am able to make suggestions to improve the work of my team / department.



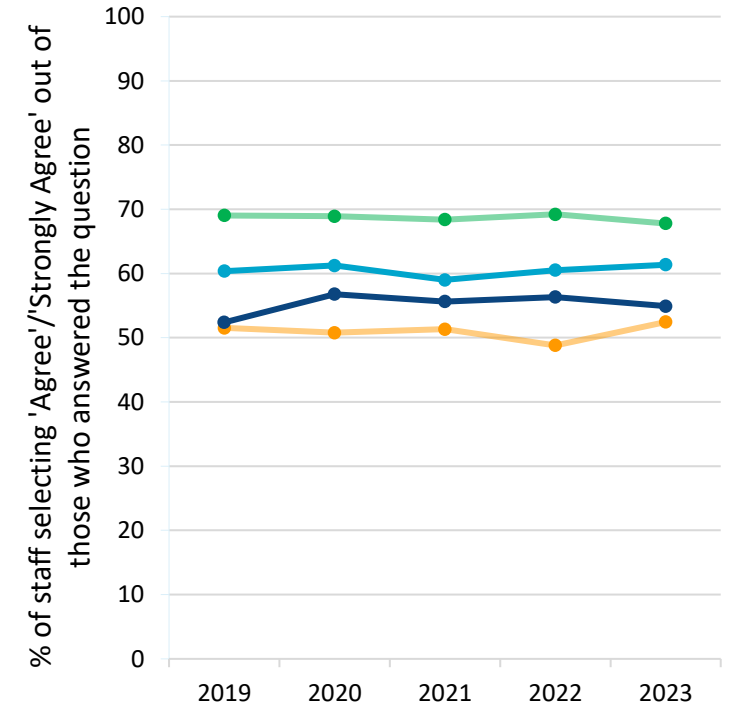
	2019	2020	2021	2022	2023
Your org	74.58%	76.60%	75.94%	75.43%	74.86%
Best result	84.08%	82.18%	82.14%	81.71%	83.13%
Average result	78.11%	78.18%	76.84%	77.25%	77.80%
Worst result	71.82%	74.85%	70.93%	66.36%	71.24%
Responses	3748	4846	4990	4680	4742

Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



	2019	2020	2021	2022	2023
Your org	48.57%	52.41%	52.76%	52.97%	51.12%
Best result	61.62%	63.73%	61.35%	63.07%	61.26%
Average result	55.01%	55.43%	54.61%	55.66%	55.80%
Worst result	47.67%	48.13%	47.08%	44.86%	48.41%
Responses	3755	4843	4998	4680	4738

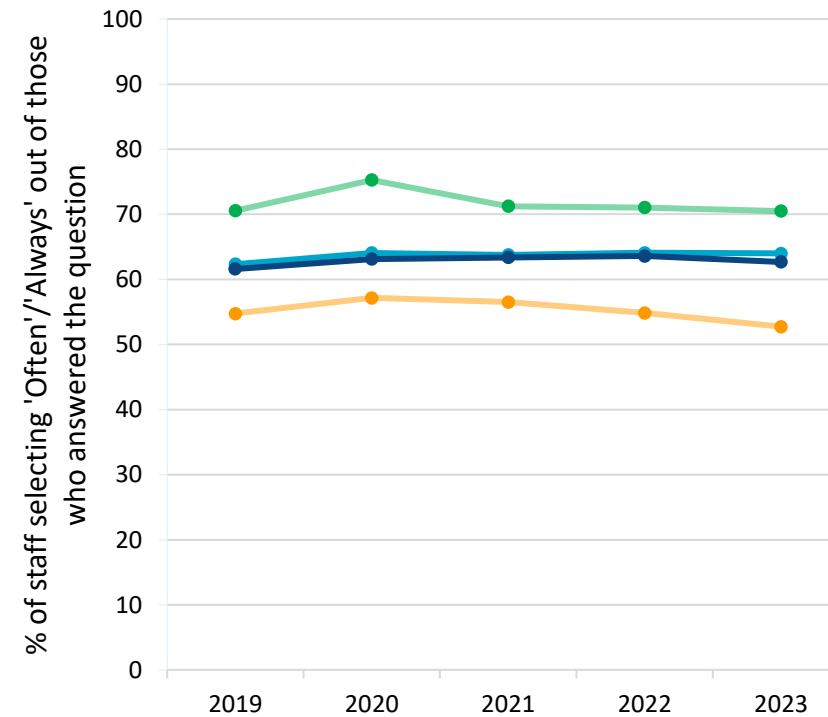
Q3f I am able to make improvements happen in my area of work.



	2019	2020	2021	2022	2023
Your org	52.39%	56.77%	55.63%	56.34%	54.91%
Best result	69.03%	68.91%	68.40%	69.20%	67.81%
Average result	60.38%	61.24%	59.01%	60.52%	61.37%
Worst result	51.53%	50.78%	51.33%	48.81%	52.44%
Responses	3749	4829	4991	4675	4737



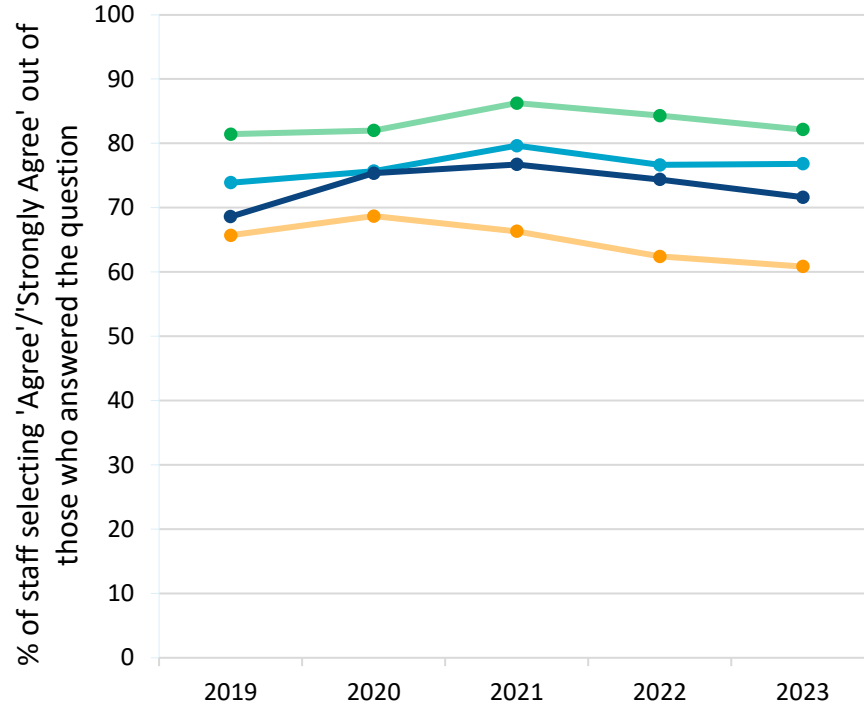
Q5b I have a choice in deciding how to do my work.



	2019	2020	2021	2022	2023
Your org	61.57%	63.12%	63.37%	63.59%	62.68%
Best result	70.54%	75.27%	71.25%	71.04%	70.51%
Average result	62.33%	64.05%	63.77%	64.10%	64.00%
Worst result	54.76%	57.16%	56.52%	54.84%	52.72%
Responses	3710	4815	4969	4675	4736



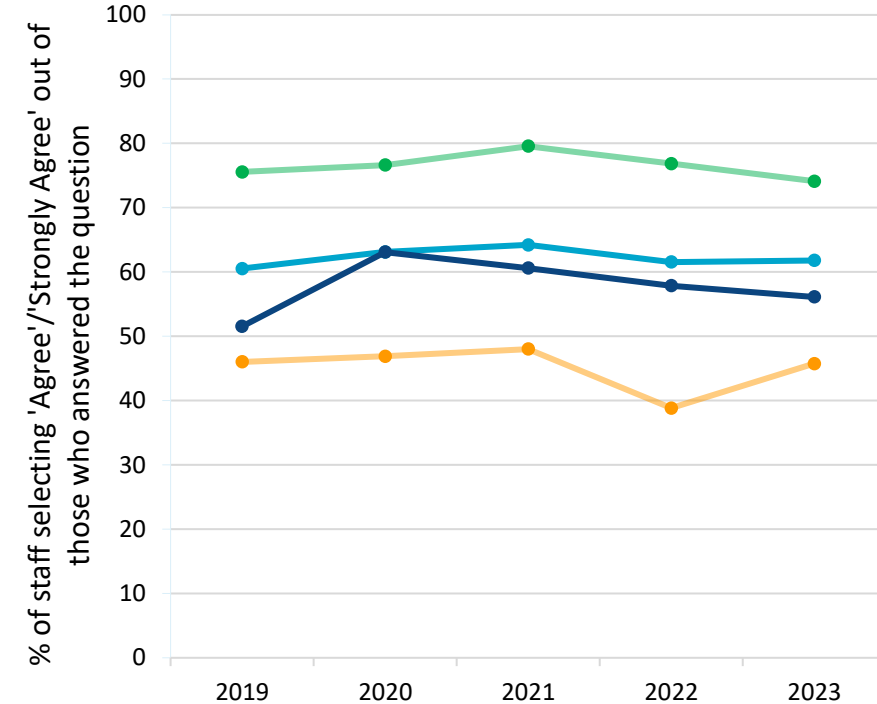
Q20a I would feel secure raising concerns about unsafe clinical practice.



	2019	2020	2021	2022	2023
Your org	68.60%	75.36%	76.72%	74.39%	71.62%
Best result	81.42%	82.01%	86.26%	84.31%	82.15%
Average result	73.88%	75.68%	79.63%	76.65%	76.82%
Worst result	65.70%	68.68%	66.32%	62.41%	60.85%

Responses 3697 4744 4888 4665 4707

Q20b I am confident that my organisation would address my concern.

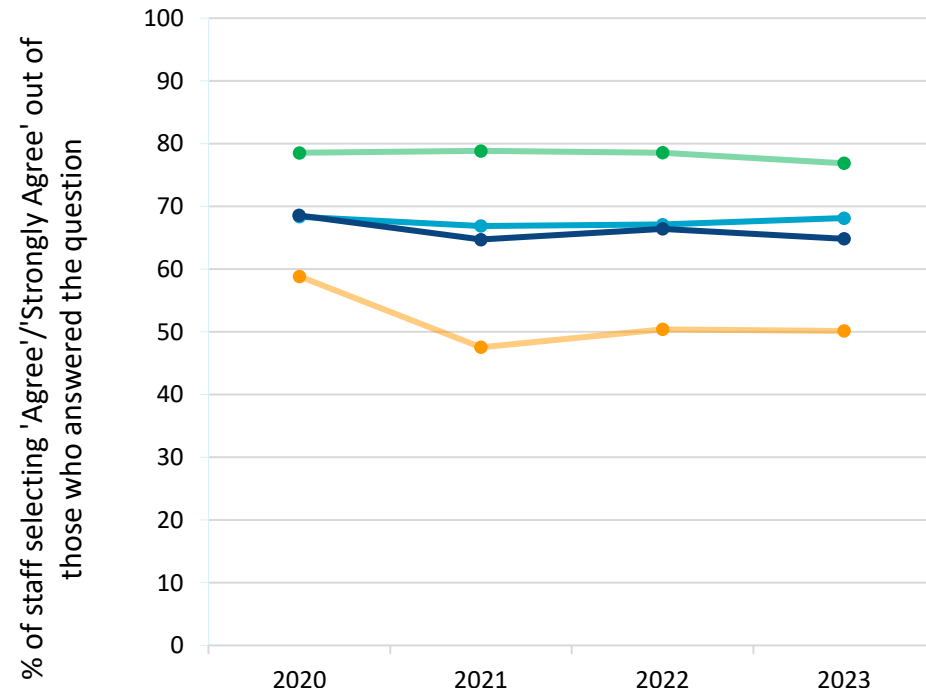


	2019	2020	2021	2022	2023
Your org	51.52%	63.09%	60.60%	57.86%	56.12%
Best result	75.56%	76.63%	79.57%	76.84%	74.10%
Average result	60.51%	63.12%	64.22%	61.53%	61.79%
Worst result	46.01%	46.89%	48.01%	38.82%	45.73%

Responses 3692 4742 4893 4664 4706

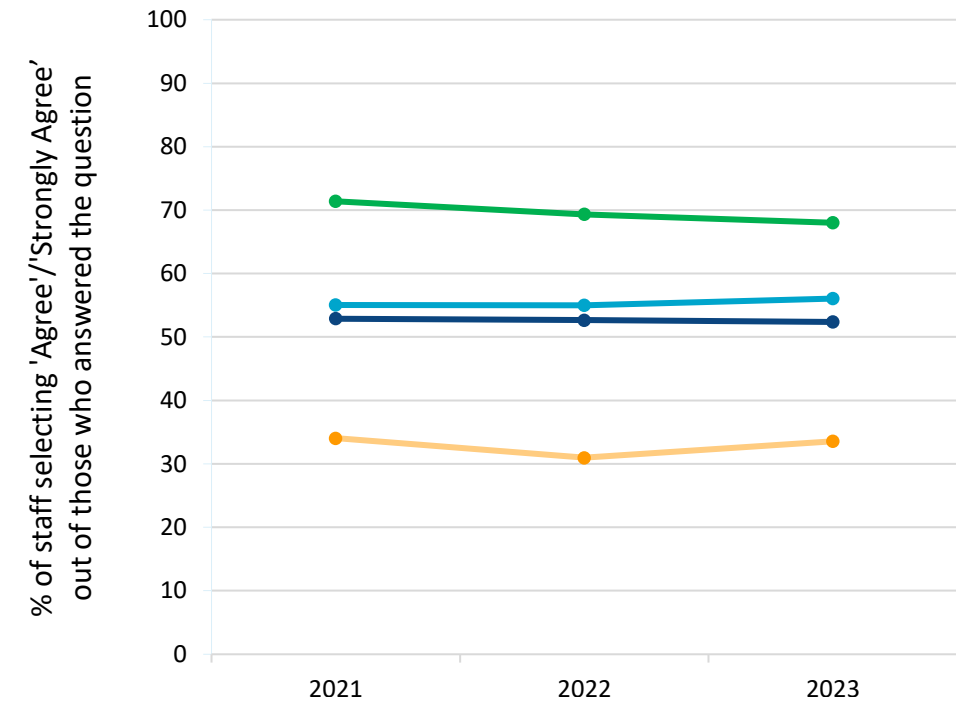


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023
Your org	68.56%	64.71%	66.43%	64.86%
Best result	78.54%	78.86%	78.57%	76.89%
Average result	68.37%	66.89%	67.11%	68.14%
Worst result	58.87%	47.55%	50.40%	50.17%
Responses	4746	4877	4656	4723

Q25f If I spoke up about something that concerned me I am confident my organisation would address my concern.



	2021	2022	2023
Your org	52.88%	52.66%	52.39%
Best result	71.41%	69.30%	68.01%
Average result	55.05%	55.00%	56.06%
Worst result	34.05%	30.98%	33.58%
Responses	4875	4661	4722

People Promise element – We are safe and healthy



Questions included:

Health and safety climate: Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d

Burnout: Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g

Negative experiences: Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c

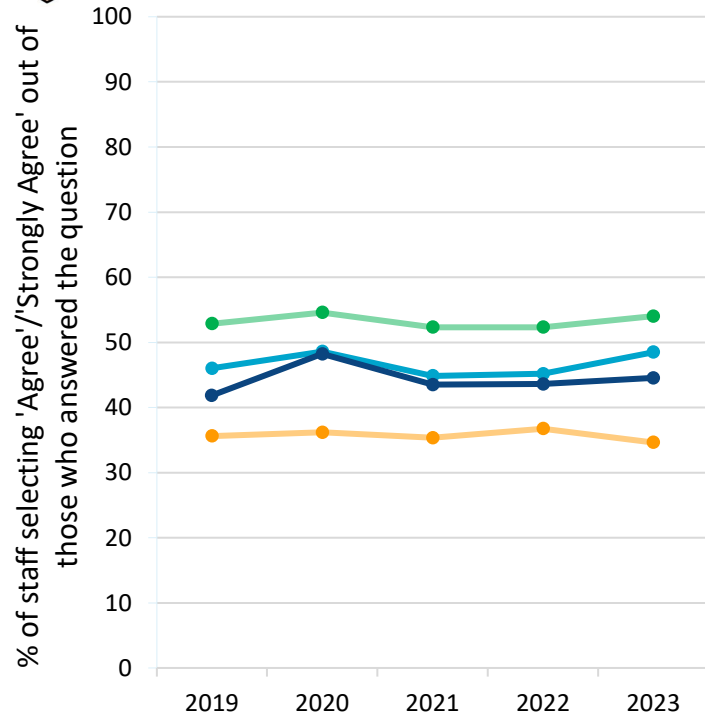
Other questions:* Q17a, Q17b, Q22

*Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

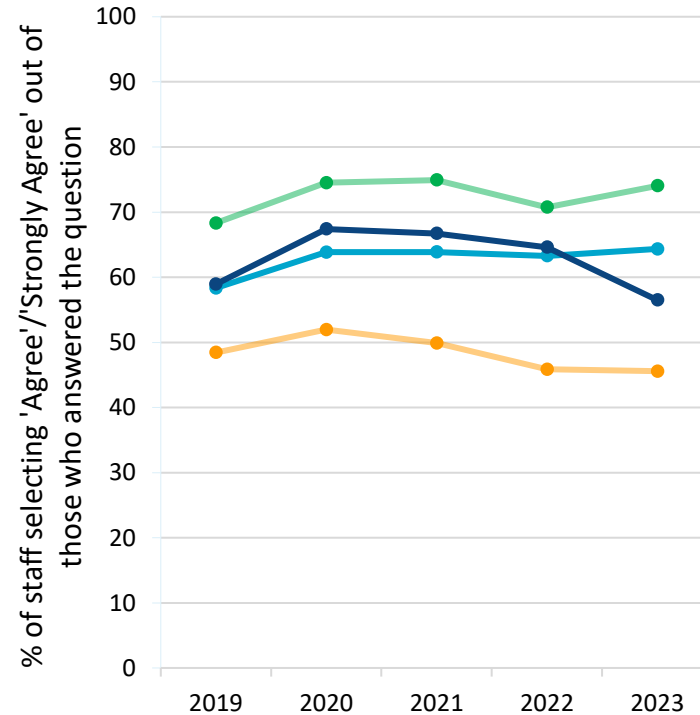


Q3g I am able to meet all the conflicting demands on my time at work.



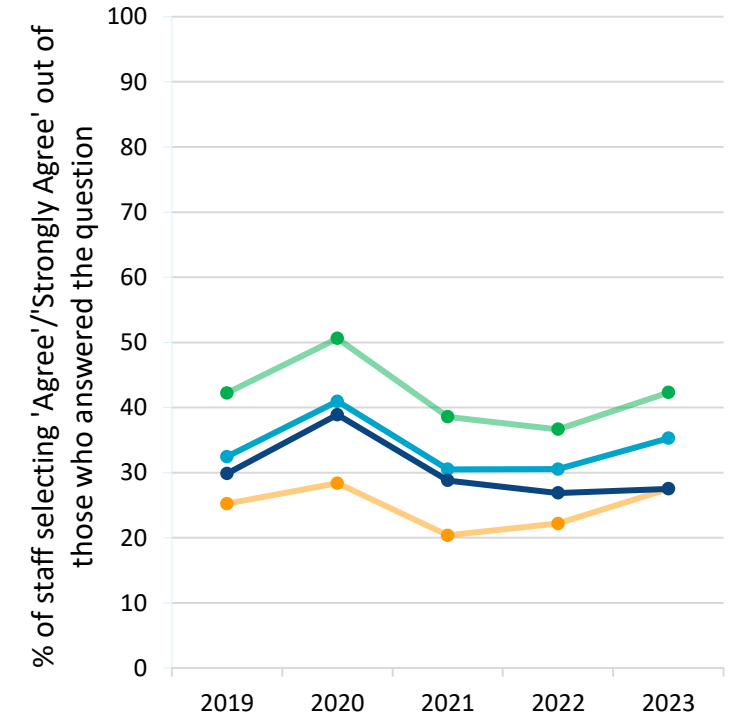
	2019	2020	2021	2022	2023
Your org	41.87%	48.22%	43.50%	43.61%	44.54%
Best result	52.86%	54.59%	52.32%	52.33%	54.03%
Average result	46.01%	48.59%	44.86%	45.18%	48.48%
Worst result	35.63%	36.18%	35.35%	36.74%	34.64%
Responses	3746	4830	4989	4669	4731

Q3h I have adequate materials, supplies and equipment to do my work.



	2019	2020	2021	2022	2023
Your org	58.93%	67.41%	66.72%	64.61%	56.50%
Best result	68.32%	74.51%	74.92%	70.75%	74.04%
Average result	58.35%	63.84%	63.87%	63.29%	64.33%
Worst result	48.44%	51.95%	49.91%	45.87%	45.56%
Responses	3747	4824	4990	4668	4733

Q3i There are enough staff at this organisation for me to do my job properly.



	2019	2020	2021	2022	2023
Your org	29.86%	38.90%	28.78%	26.87%	27.52%
Best result	42.23%	50.62%	38.58%	36.65%	42.31%
Average result	32.45%	40.96%	30.52%	30.55%	35.28%
Worst result	25.23%	28.37%	20.38%	22.18%	27.52%
Responses	3743	4837	4998	4674	4734

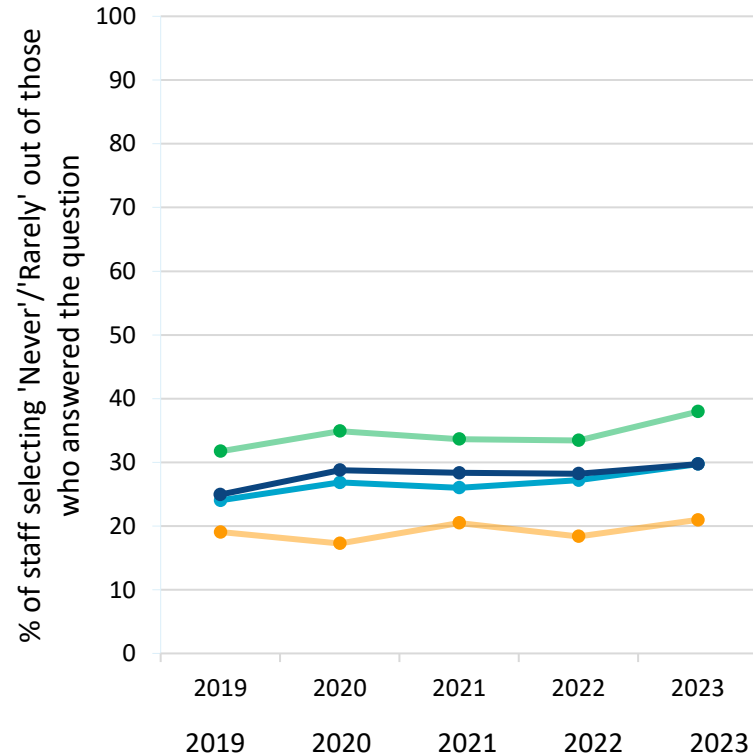


People Promise elements and theme results – We are safe and healthy: Health and safety climate

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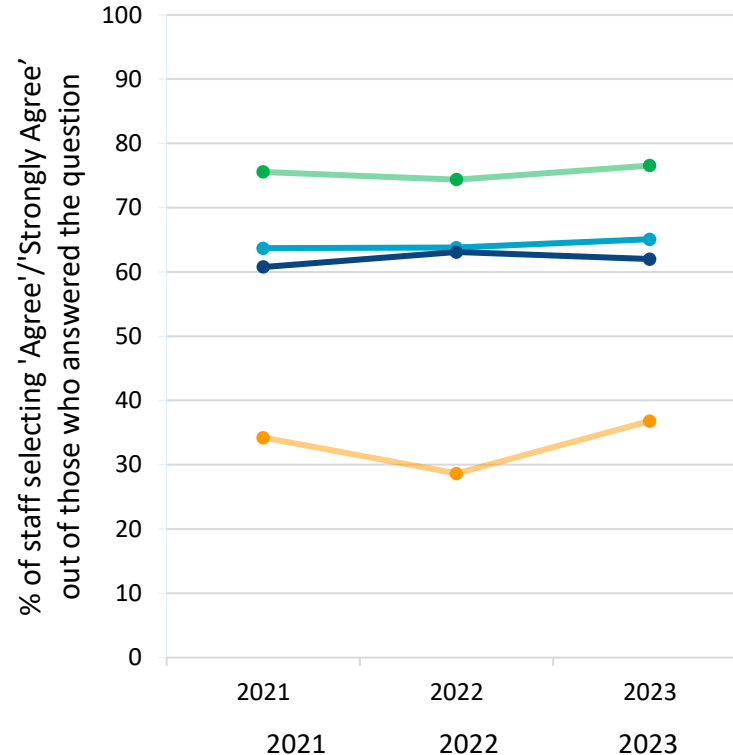


Q5a I have unrealistic time pressures.



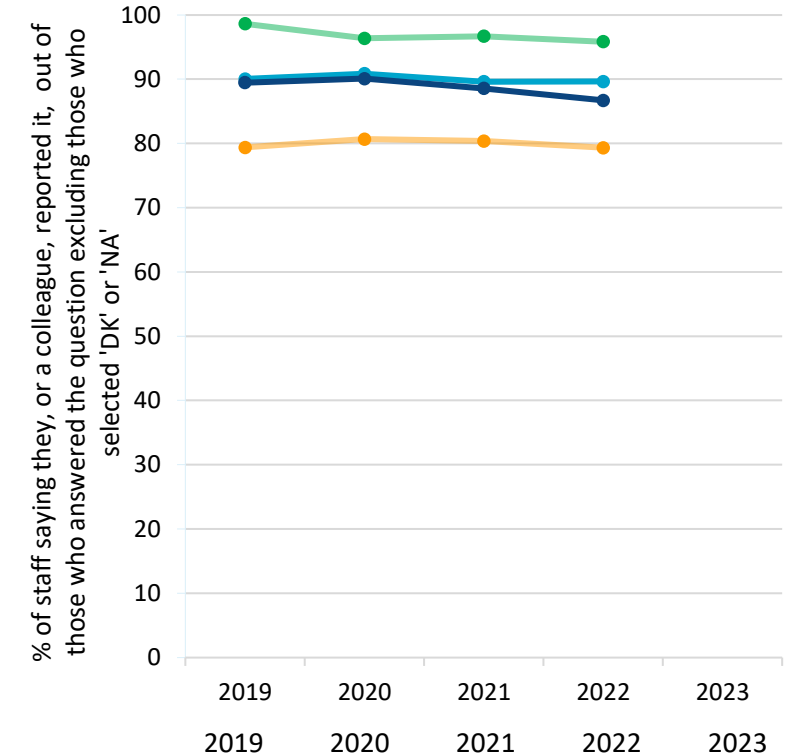
Your org	2019	2020	2021	2022	2023
Best result	31.73%	34.90%	33.64%	33.44%	37.98%
Average result	24.05%	26.84%	26.02%	27.20%	29.73%
Worst result	19.06%	17.28%	20.49%	18.39%	20.96%
Responses	3716	4820	4969	4673	4734

Q11a My organisation takes positive action on health and well-being.



Your org	2021	2022	2023
Best result	75.55%	74.35%	76.57%
Average result	63.69%	63.79%	65.07%
Worst result	34.21%	28.63%	36.79%
Responses	4917	4655	4730

Q13d The last time you experienced physical violence at work, did you or a colleague report it?

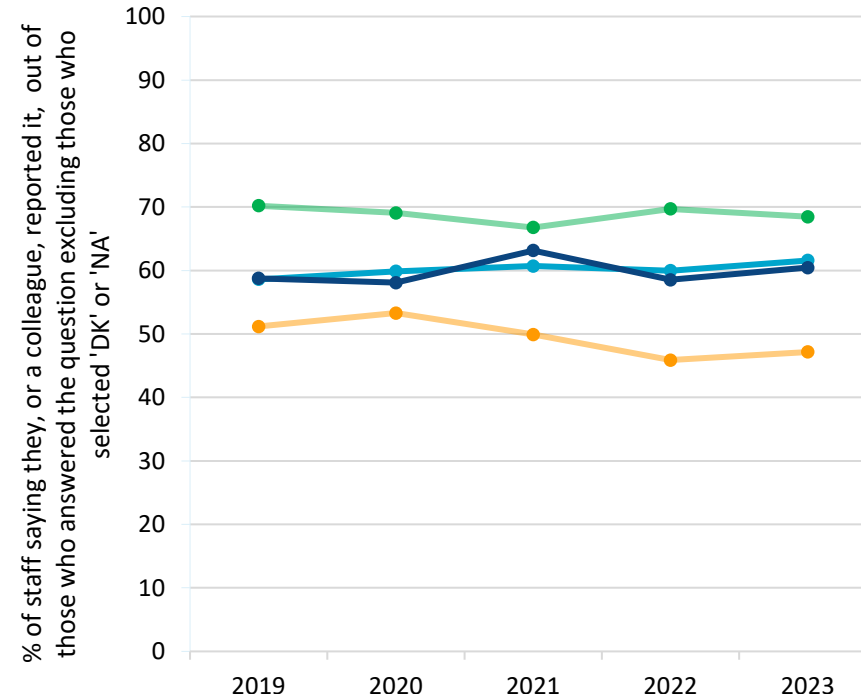


Your org	2019	2020	2021	2022	2023
Best result	98.62%	96.35%	96.68%	95.83%	
Average result	90.02%	90.85%	89.61%	89.63%	
Worst result	79.38%	80.66%	80.38%	79.33%	
Responses	552	815	796	648	

Note. 2023 results for Q13d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



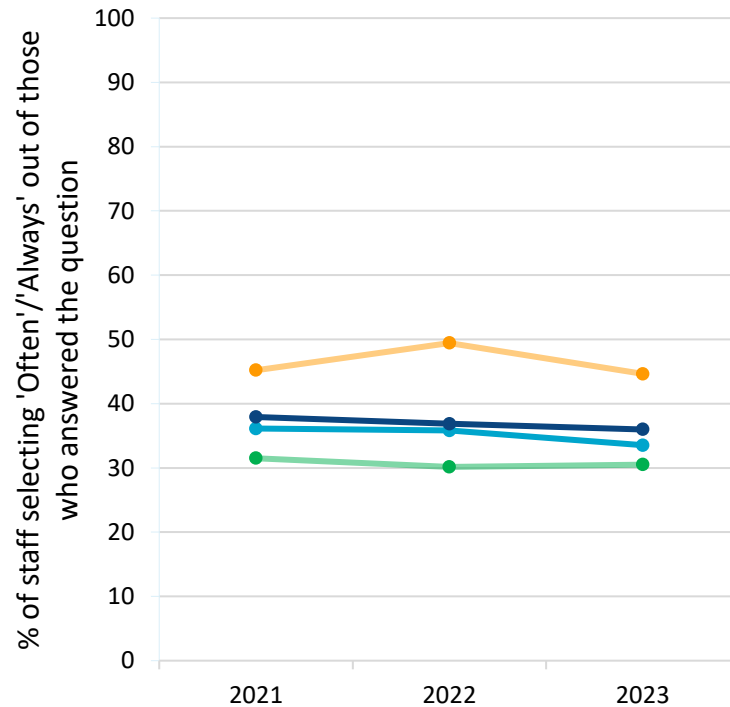
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	58.76%	58.07%	63.13%	58.54%	60.46%
Best result	70.20%	69.07%	66.77%	69.70%	68.45%
Average result	58.61%	59.88%	60.70%	59.97%	61.59%
Worst result	51.18%	53.28%	49.90%	45.88%	47.16%
Responses	1360	1619	1575	1432	1483

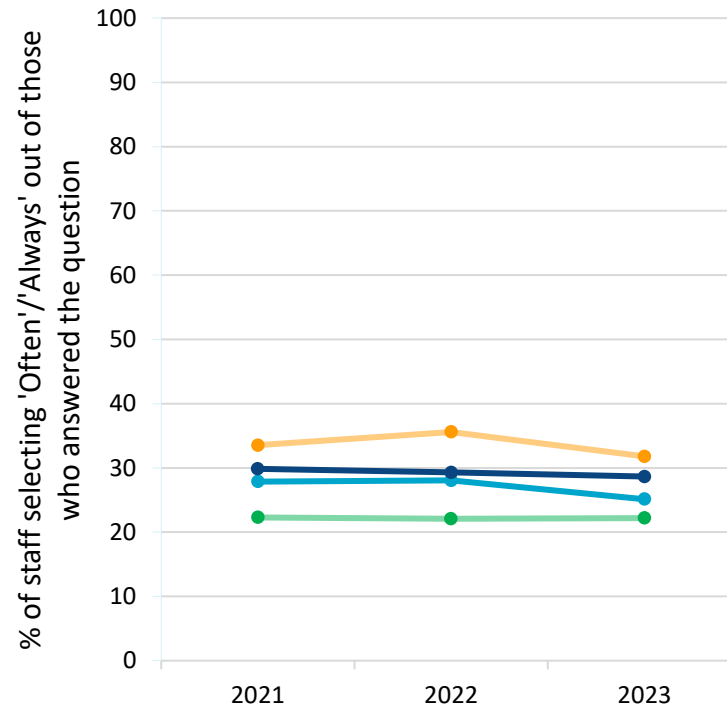


Q12a How often, if at all, do you find your work emotionally exhausting?



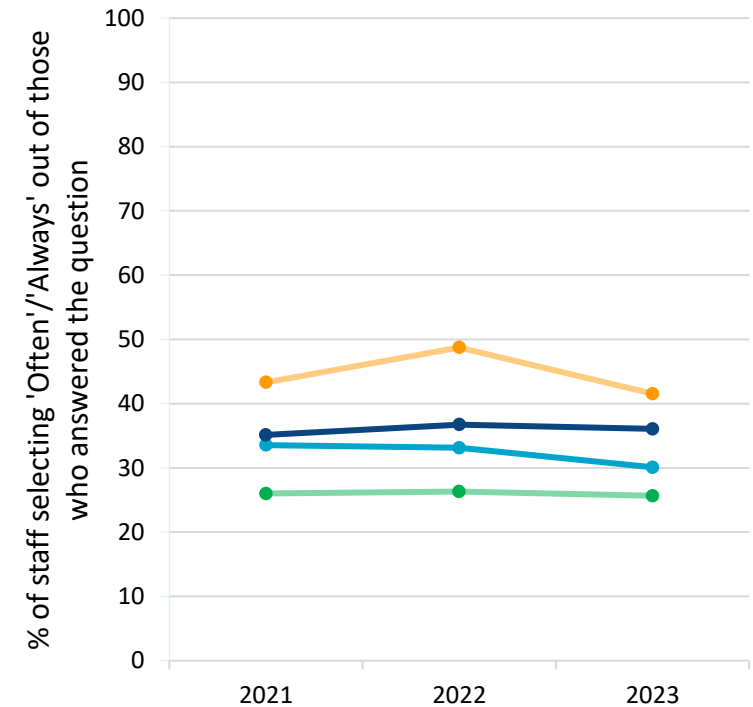
	2021	2022	2023
Your org	37.92%	36.87%	36.00%
Best result	31.52%	30.18%	30.51%
Average result	36.13%	35.81%	33.53%
Worst result	45.20%	49.43%	44.64%
Responses	4921	4677	4733

Q12b How often, if at all, do you feel burnt out because of your work?



	2021	2022	2023
Your org	29.88%	29.31%	28.66%
Best result	22.30%	22.09%	22.20%
Average result	27.87%	28.05%	25.13%
Worst result	33.53%	35.60%	31.79%
Responses	4917	4677	4729

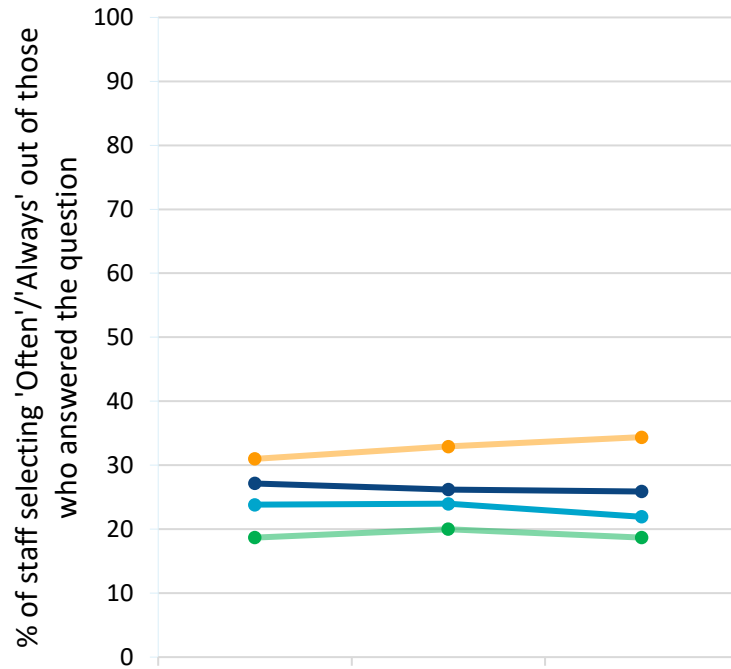
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023
Your org	35.13%	36.75%	36.08%
Best result	26.02%	26.31%	25.66%
Average result	33.56%	33.12%	30.10%
Worst result	43.32%	48.73%	41.55%
Responses	4915	4665	4729

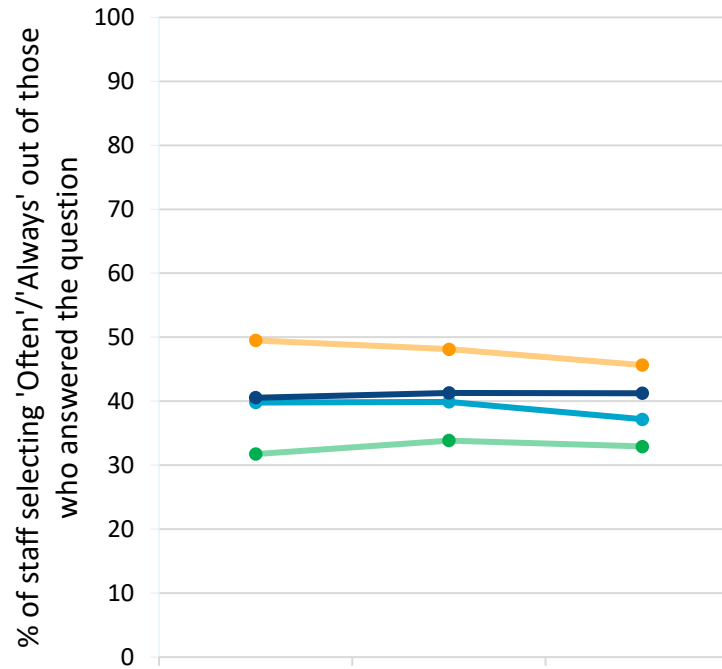


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



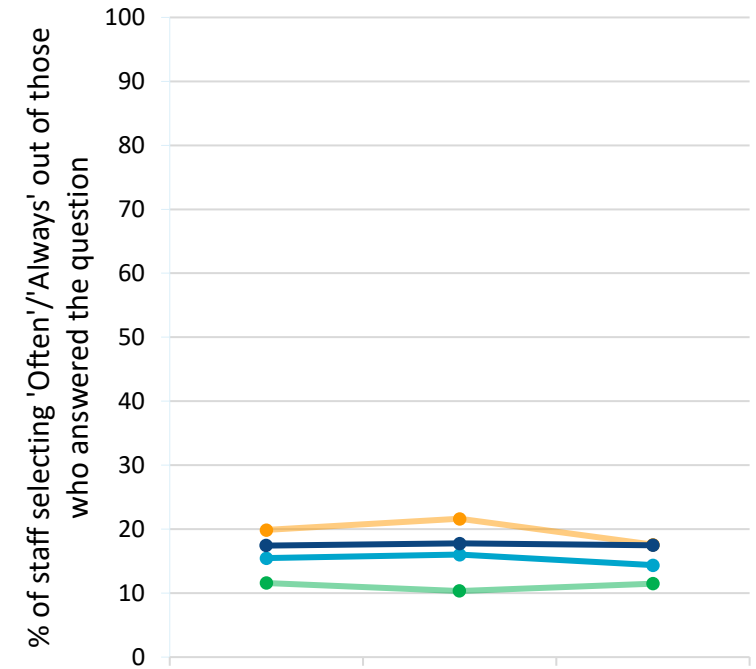
	2021	2022	2023
2021			
2022			
2023			
Your org	27.16%	26.21%	25.90%
Best result	18.72%	20.00%	18.71%
Average result	23.82%	23.98%	21.97%
Worst result	31.01%	32.94%	34.39%
Responses	4918	4666	4719

Q12e How often, if at all, do you feel worn out at the end of your working day/shift?



	2021	2022	2023
2021			
2022			
2023			
Your org	40.55%	41.31%	41.26%
Best result	31.75%	33.83%	32.92%
Average result	39.80%	39.91%	37.17%
Worst result	49.50%	48.13%	45.65%
Responses	4919	4665	4727

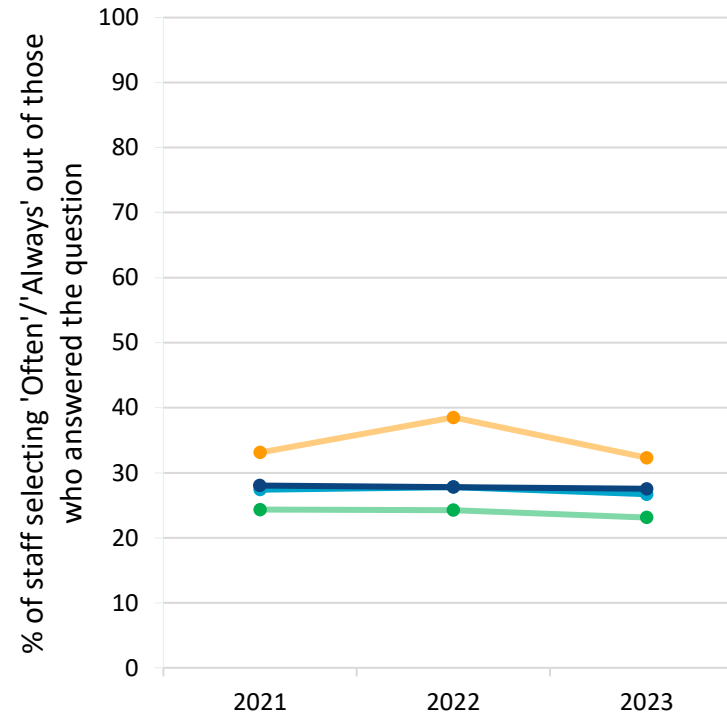
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023
2021			
2022			
2023			
Your org	17.42%	17.77%	17.50%
Best result	11.59%	10.33%	11.50%
Average result	15.48%	16.02%	14.38%
Worst result	19.89%	21.63%	17.58%
Responses	4918	4669	4726



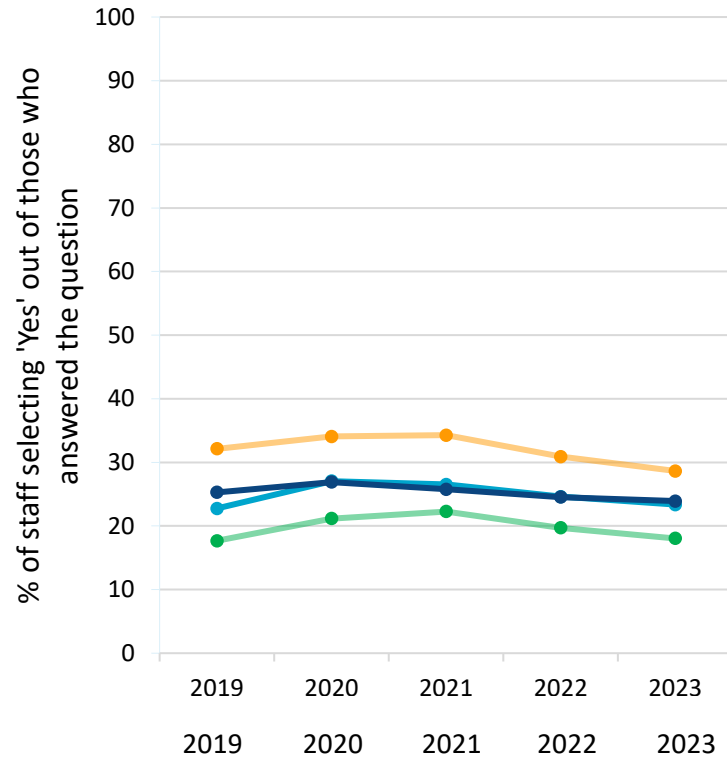
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023
Your org	28.05%	27.79%	27.54%
Best result	24.34%	24.27%	23.14%
Average result	27.42%	27.79%	26.69%
Worst result	33.11%	38.51%	32.30%
Responses	4915	4671	4729

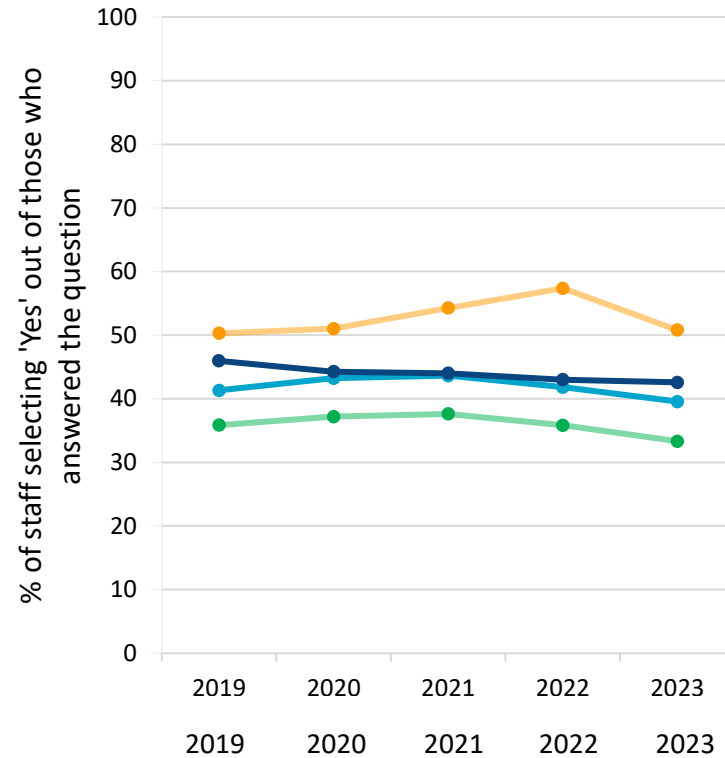


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



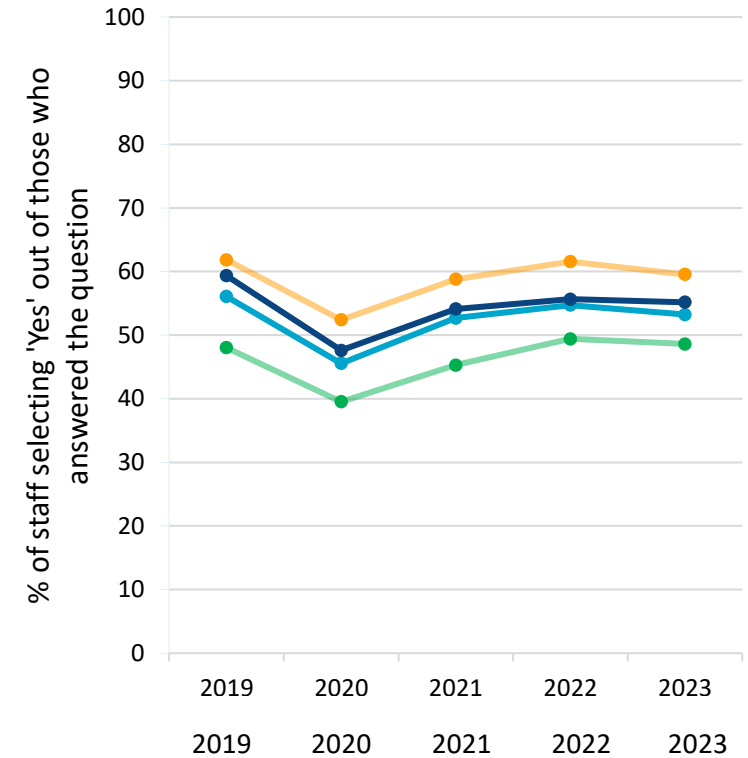
Your org	25.25%	26.90%	25.76%	24.54%	23.89%
Best result	17.66%	21.16%	22.26%	19.70%	18.04%
Average result	22.74%	27.05%	26.53%	24.60%	23.35%
Worst result	32.13%	34.08%	34.26%	30.89%	28.62%
Responses	3720	4785	4922	4674	4729

Q11c During the last 12 months have you felt unwell as a result of work related stress?



Your org	45.94%	44.25%	44.00%	43.01%	42.57%
Best result	35.85%	37.19%	37.62%	35.82%	33.31%
Average result	41.30%	43.23%	43.63%	41.82%	39.54%
Worst result	50.30%	51.01%	54.27%	57.36%	50.79%
Responses	3720	4785	4926	4667	4720

Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



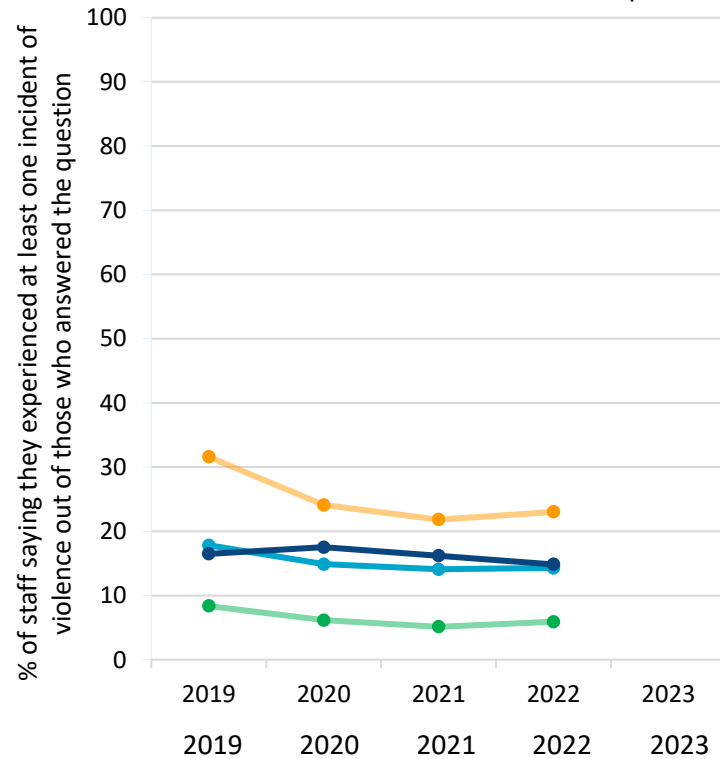
Your org	59.36%	47.59%	54.12%	55.65%	55.18%
Best result	48.03%	39.52%	45.28%	49.41%	48.61%
Average result	56.07%	45.57%	52.67%	54.73%	53.24%
Worst result	61.84%	52.40%	58.81%	61.56%	59.54%
Responses	3721	4787	4926	4671	4724



People Promise elements and theme results – We are safe and healthy: Negative experiences

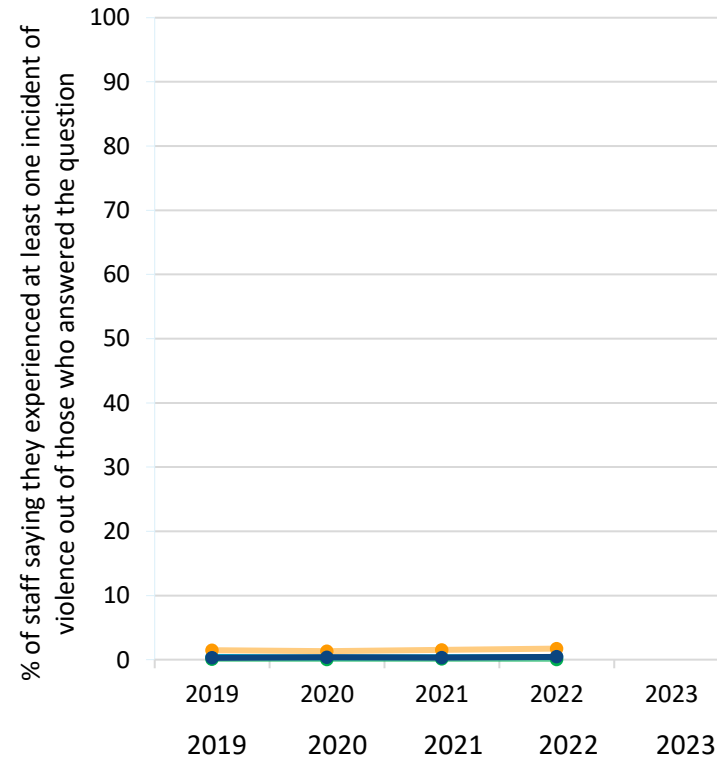


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



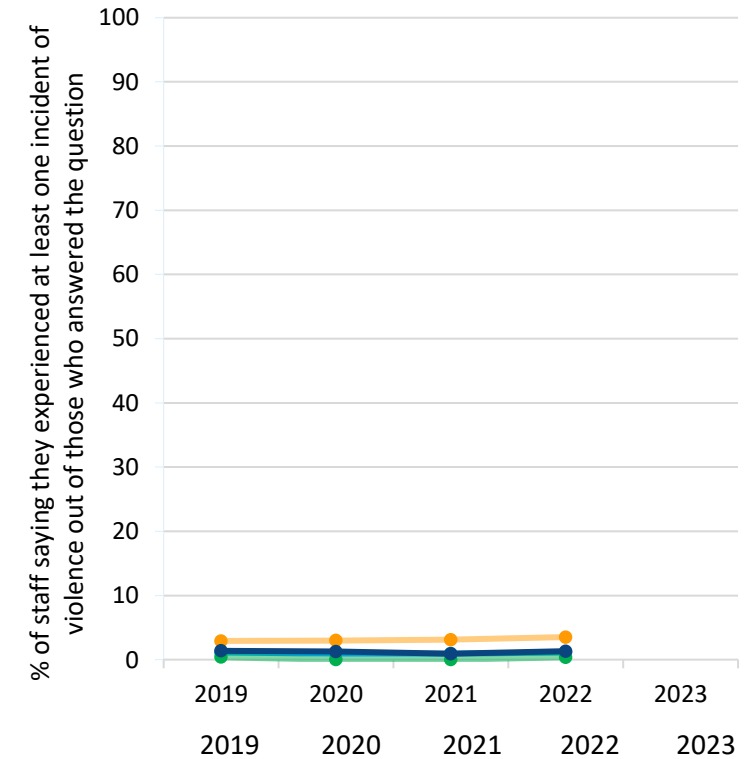
Your org	2019	2020	2021	2022	2023
Best result	8.39%	6.15%	5.14%	5.91%	
Average result	17.82%	14.88%	14.08%	14.30%	
Worst result	31.59%	24.09%	21.83%	23.04%	
Responses	3709	4786	4920	4670	

Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Your org	2019	2020	2021	2022	2023
Best result	0.05%	0.00%	0.12%	0.00%	
Average result	0.44%	0.37%	0.37%	0.40%	
Worst result	1.47%	1.32%	1.52%	1.72%	
Responses	3677	4761	4858	4611	

Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.



Your org	2019	2020	2021	2022	2023
Best result	0.40%	0.00%	0.00%	0.39%	
Average result	1.14%	0.96%	0.96%	1.15%	
Worst result	2.91%	3.00%	3.11%	3.51%	
Responses	3623	4764	4842	4601	

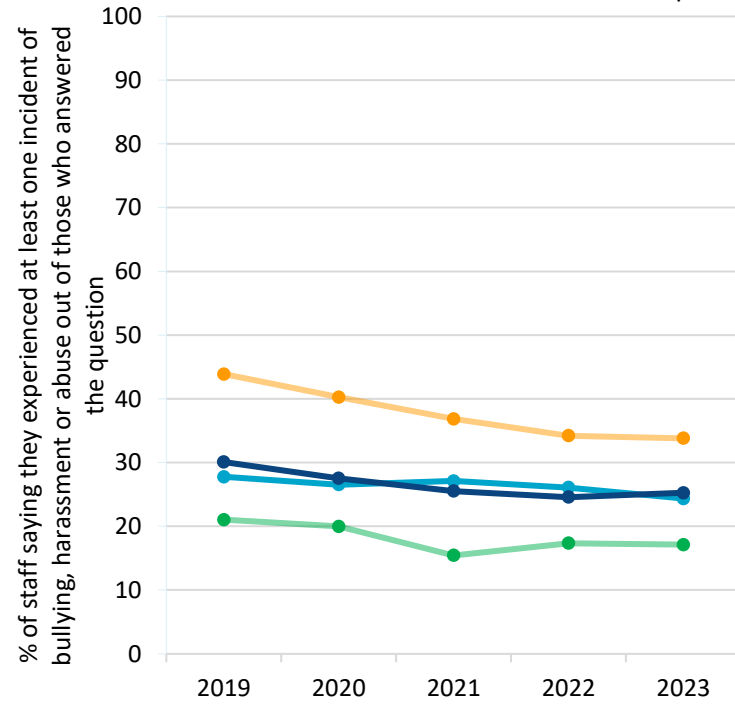
Note. 2023 results for Q13a-c have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



People Promise elements and theme results – We are safe and healthy: Negative experiences



Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.

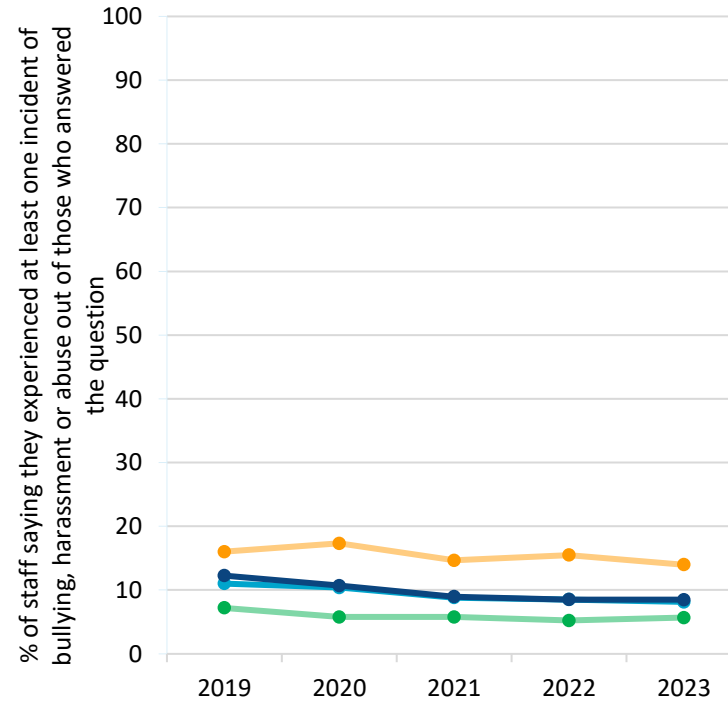


2019 2020 2021 2022 2023

Your org	30.08%	27.50%	25.52%	24.56%	25.23%
Best result	21.02%	19.98%	15.42%	17.33%	17.12%
Average result	27.76%	26.53%	27.11%	26.07%	24.35%
Worst result	43.88%	40.26%	36.84%	34.21%	33.82%

Responses 3711 4626 4758 4657 4720

Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.

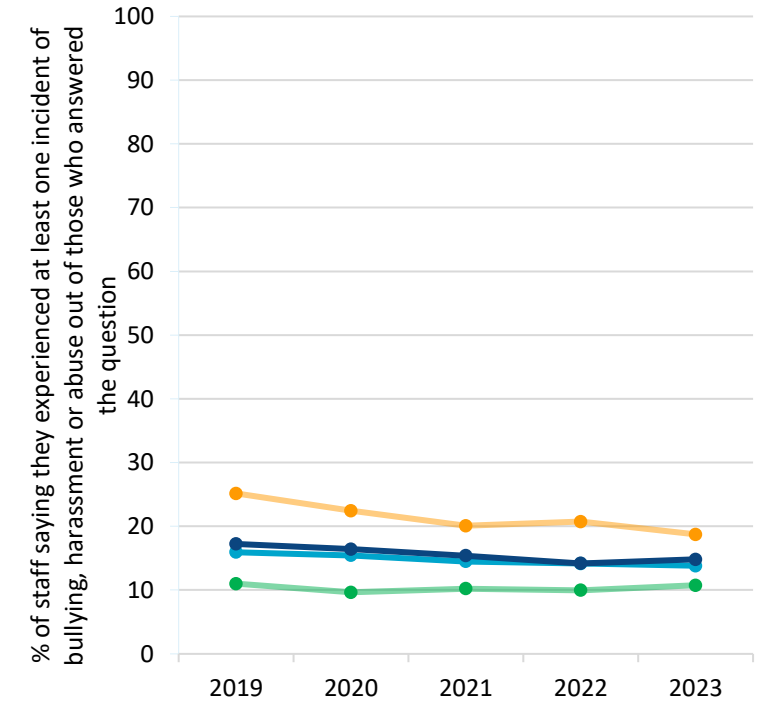


2019 2020 2021 2022 2023

Your org	12.23%	10.69%	8.95%	8.50%	8.49%
Best result	7.19%	5.77%	5.77%	5.21%	5.67%
Average result	11.00%	10.39%	8.81%	8.49%	8.13%
Worst result	16.01%	17.31%	14.64%	15.49%	13.97%

Responses 3674 4608 4725 4625 4668

Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.



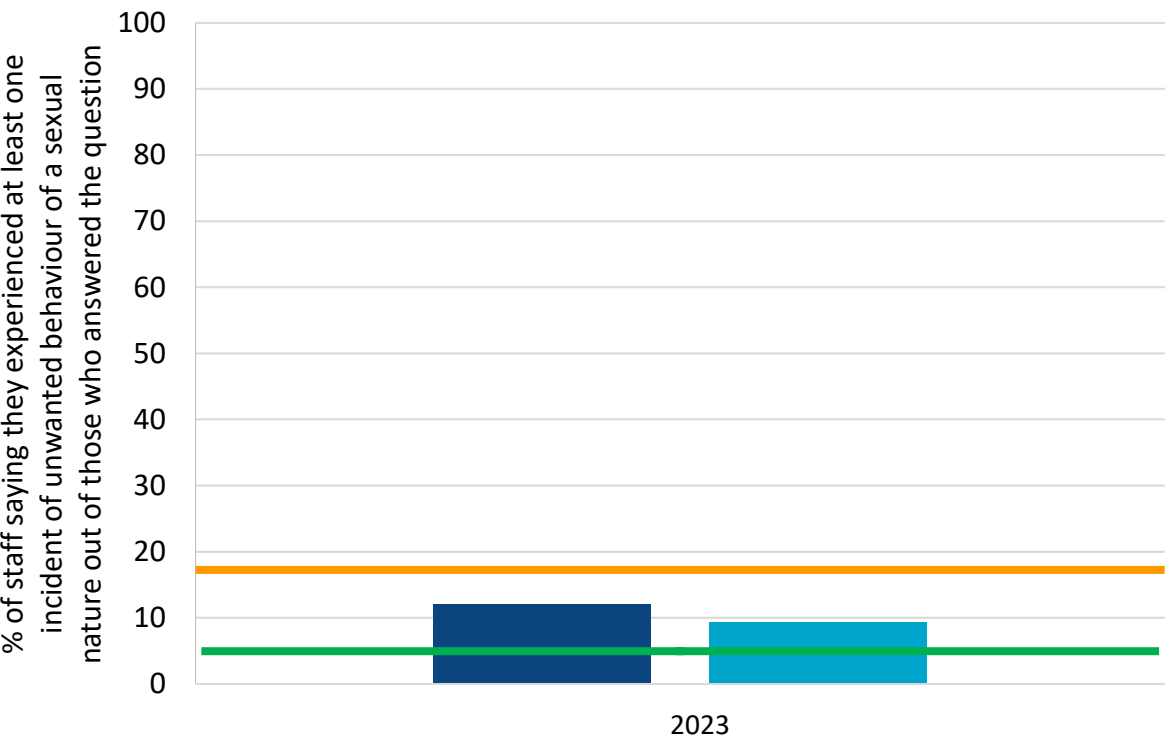
2019 2020 2021 2022 2023

Your org	17.24%	16.41%	15.37%	14.16%	14.81%
Best result	11.00%	9.63%	10.20%	9.97%	10.74%
Average result	15.92%	15.43%	14.48%	14.14%	13.79%
Worst result	25.14%	22.44%	20.07%	20.73%	18.72%

Responses 3626 4612 4708 4610 4640



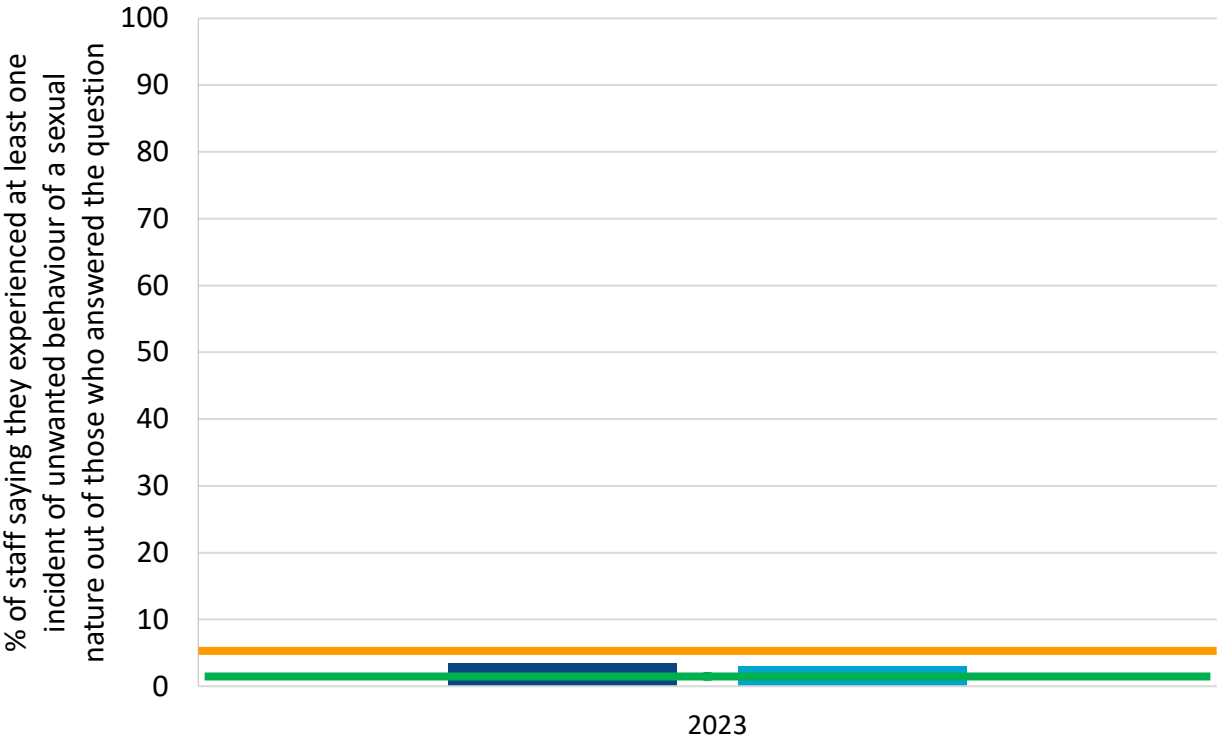
Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



Your org	12.01%
Best result	4.94%
Average result	9.33%
Worst result	17.24%

Responses 4725

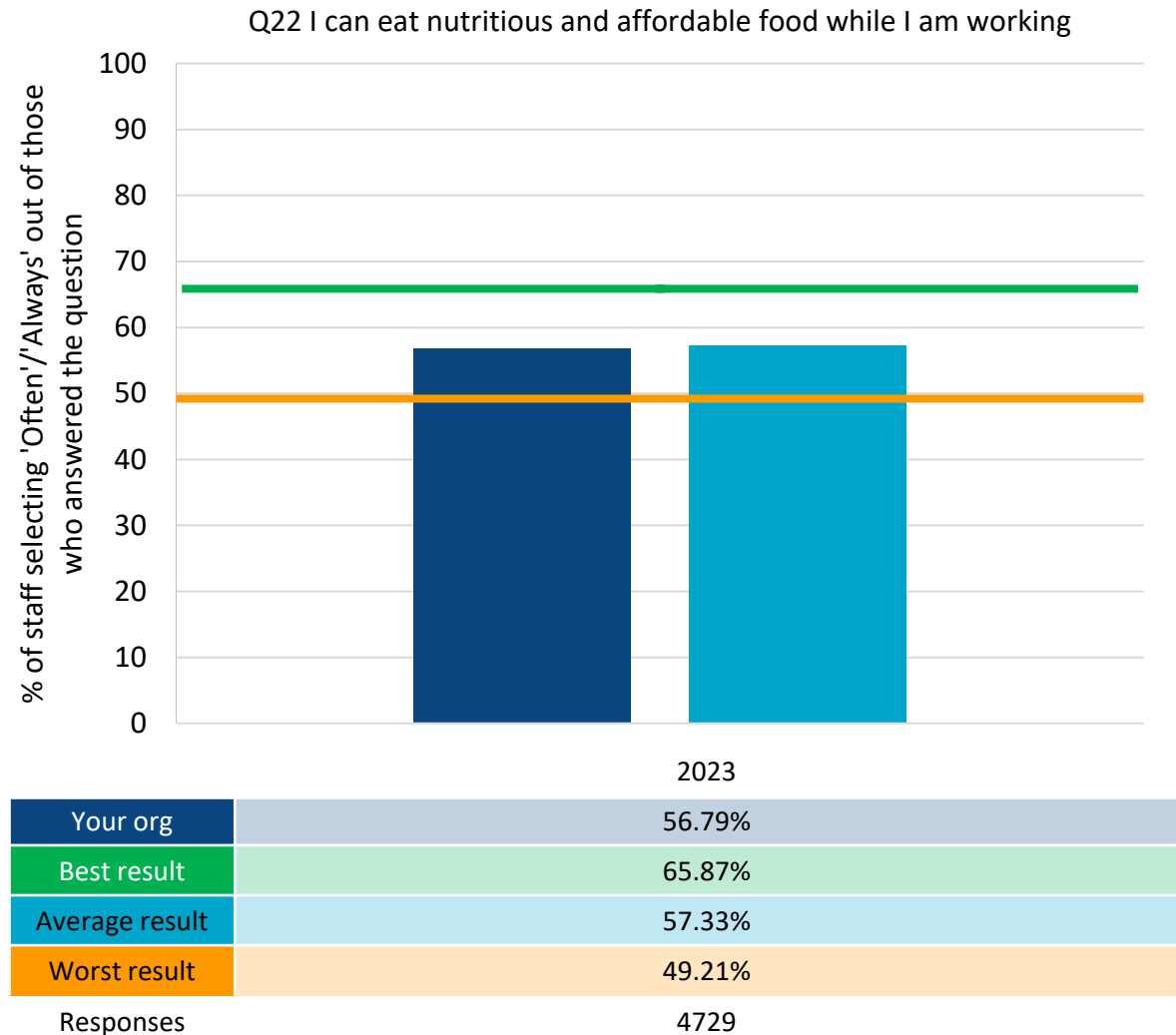
Q17b In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From staff / colleagues



Your org	3.43%
Best result	1.47%
Average result	3.01%
Worst result	5.29%

Responses 4708

*These questions do not contribute towards any People Promise element score, theme score or sub-score



*These questions do not contribute towards any People Promise element score, theme score or sub-score

People Promise element – We are always learning



Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

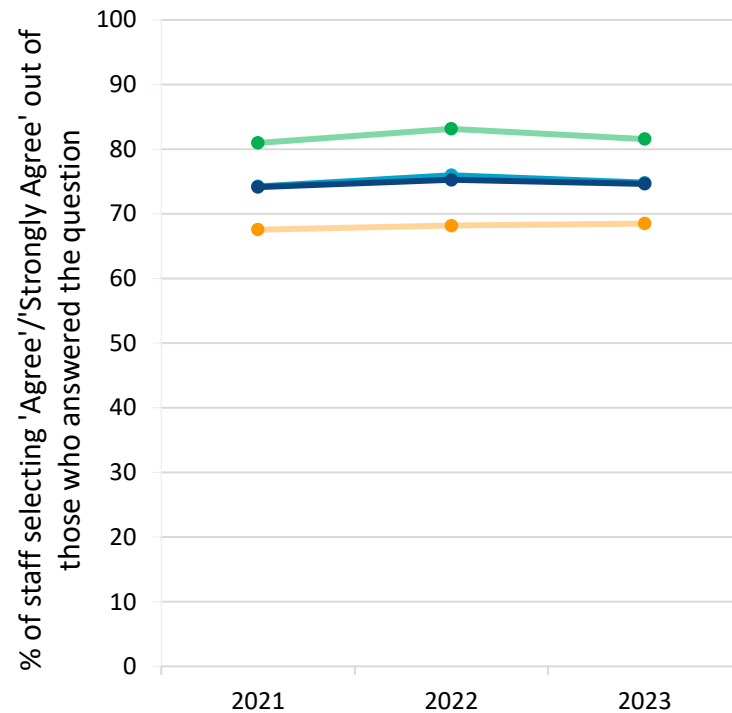
Appraisals – Q23a*, Q23b, Q23c, Q23d

*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

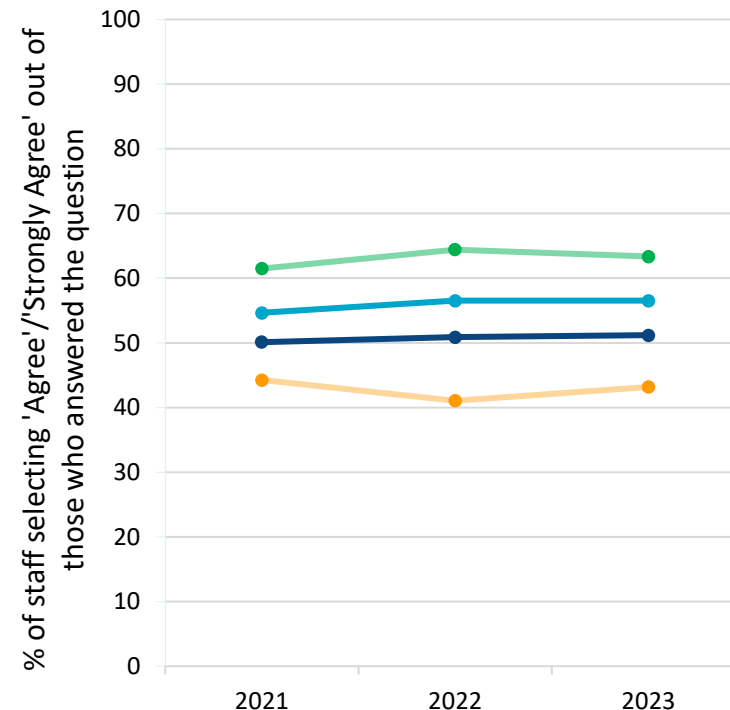


Q24a This organisation offers me challenging work.



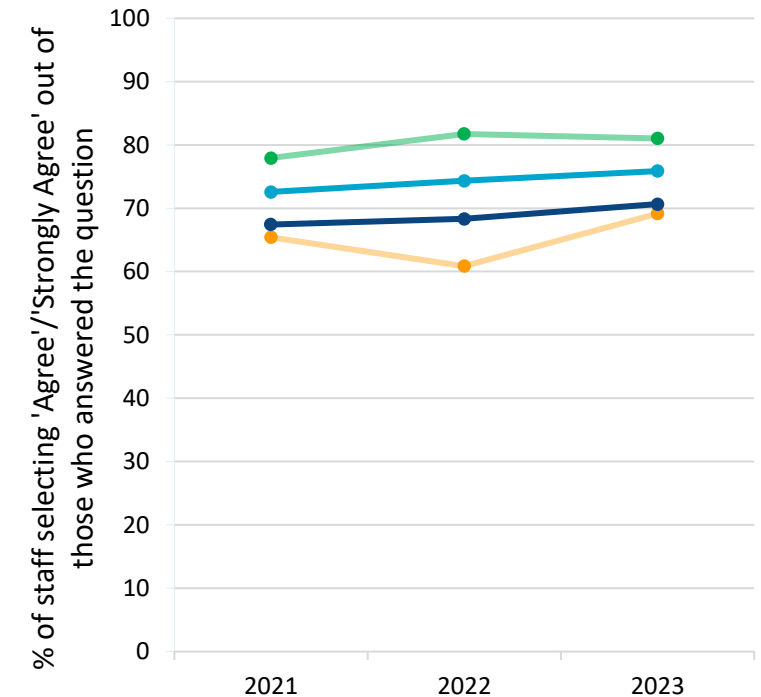
	2021	2022	2023
Your org	74.15%	75.26%	74.63%
Best result	80.96%	83.13%	81.57%
Average result	74.24%	75.97%	74.81%
Worst result	67.54%	68.17%	68.49%
Responses	4896	4664	4729

Q24b There are opportunities for me to develop my career in this organisation.



	2021	2022	2023
Your org	50.12%	50.88%	51.18%
Best result	61.51%	64.41%	63.35%
Average result	54.65%	56.53%	56.52%
Worst result	44.24%	41.07%	43.19%
Responses	4896	4665	4728

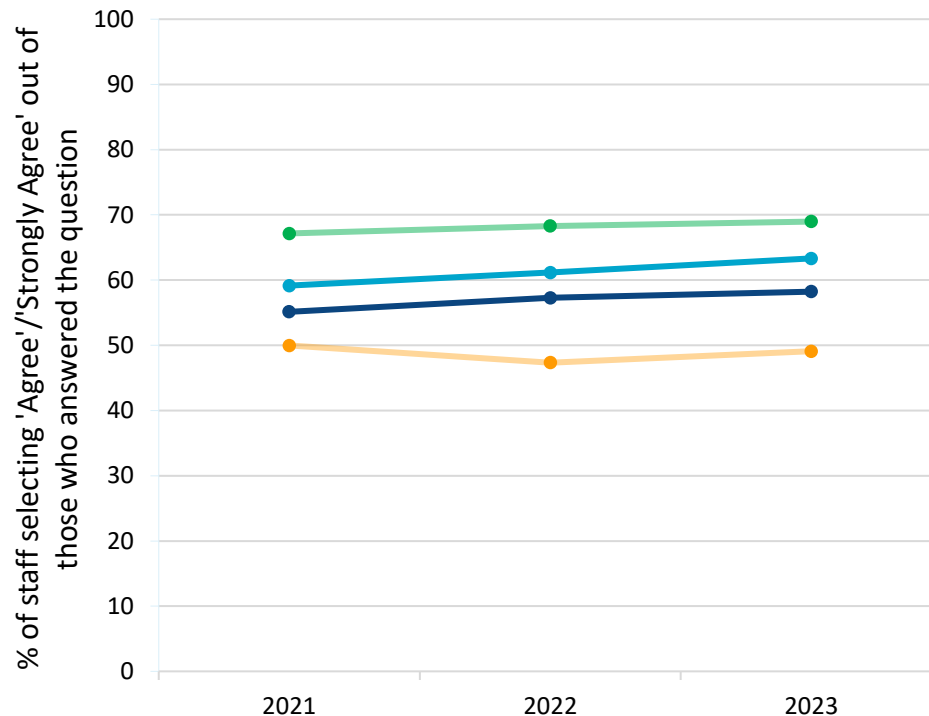
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023
Your org	67.42%	68.32%	70.65%
Best result	77.93%	81.72%	81.04%
Average result	72.56%	74.34%	75.88%
Worst result	65.43%	60.86%	69.15%
Responses	4900	4664	4734

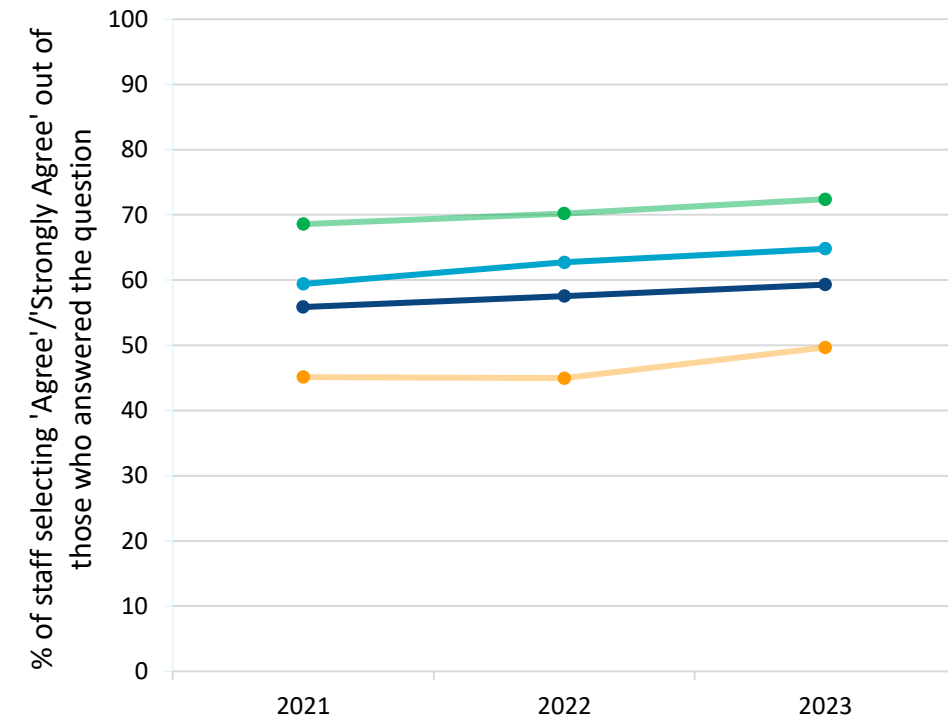


Q24d I feel supported to develop my potential.



	2021	2022	2023
Your org	55.11%	57.27%	58.23%
Best result	67.15%	68.28%	68.98%
Average result	59.13%	61.16%	63.30%
Worst result	49.98%	47.34%	49.09%
Responses	4896	4665	4727

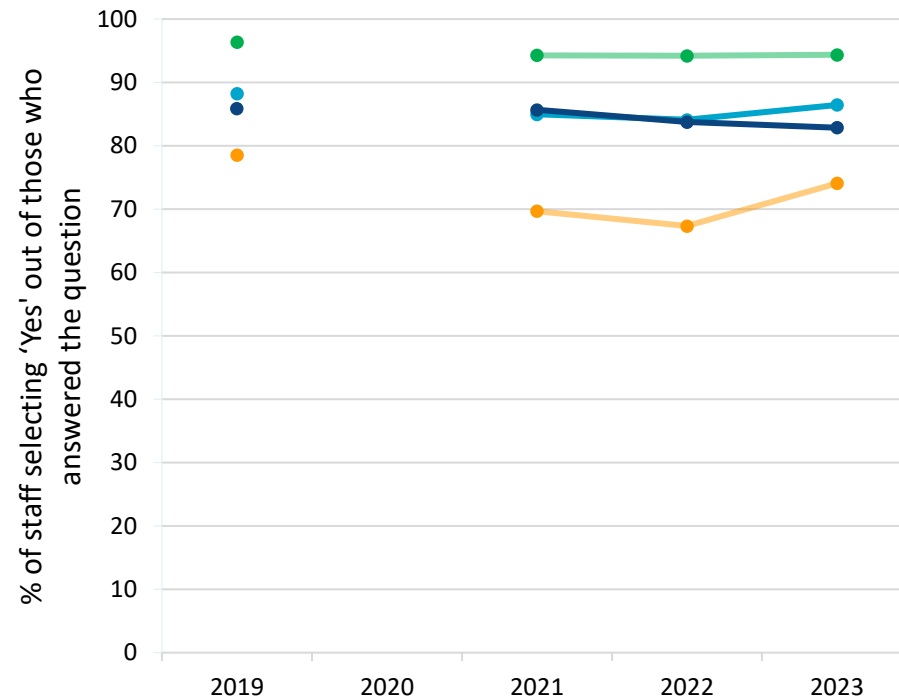
Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023
Your org	55.85%	57.56%	59.30%
Best result	68.59%	70.18%	72.39%
Average result	59.41%	62.74%	64.81%
Worst result	45.13%	44.95%	49.67%
Responses	4898	4667	4729

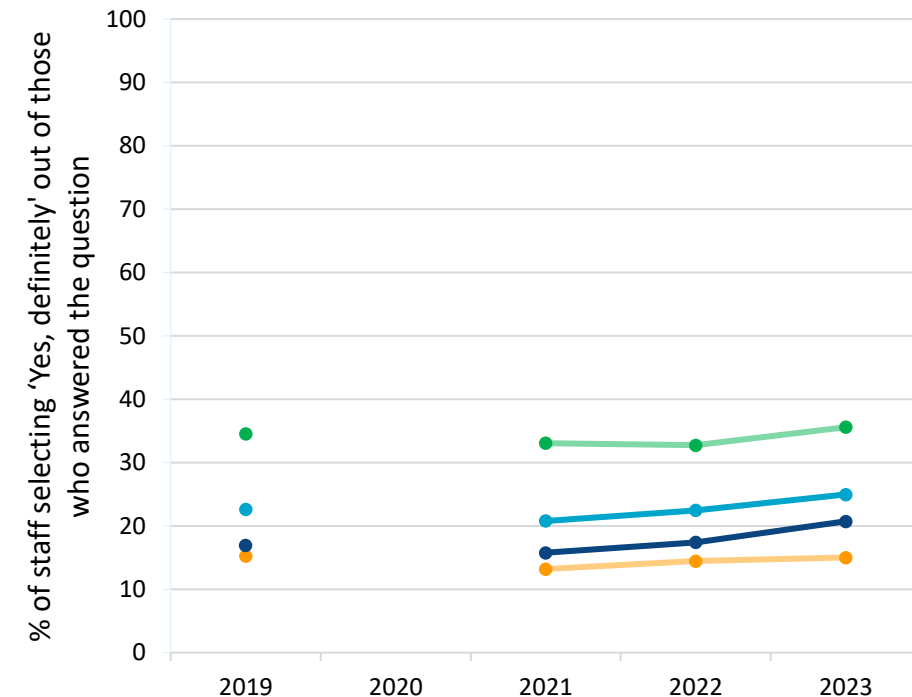


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2019	2020	2021	2022	2023
Your org	85.81%	-	85.66%	83.73%	82.86%
Best result	96.35%	-	94.26%	94.19%	94.34%
Average result	88.21%	-	84.96%	84.08%	86.45%
Worst result	78.52%	-	69.67%	67.32%	74.07%
Responses	3667	-	4905	4659	4687

Q23b It helped me to improve how I do my job.

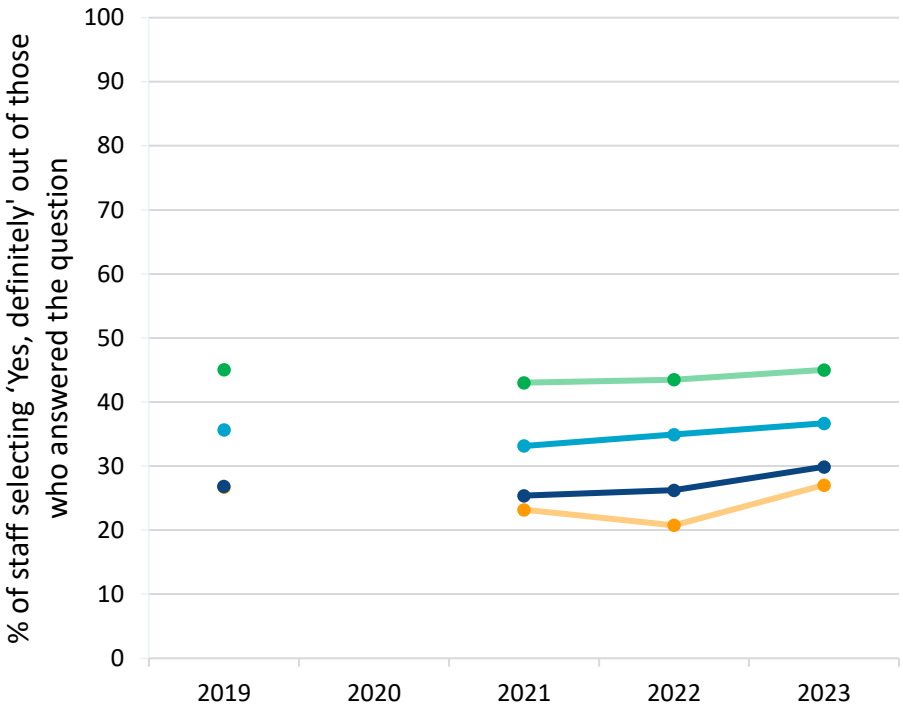


	2019	2020	2021	2022	2023
Your org	16.89%	-	15.77%	17.40%	20.73%
Best result	34.55%	-	33.07%	32.74%	35.60%
Average result	22.64%	-	20.80%	22.45%	24.95%
Worst result	15.27%	-	13.20%	14.47%	15.02%
Responses	3123	-	4192	3882	3860

*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

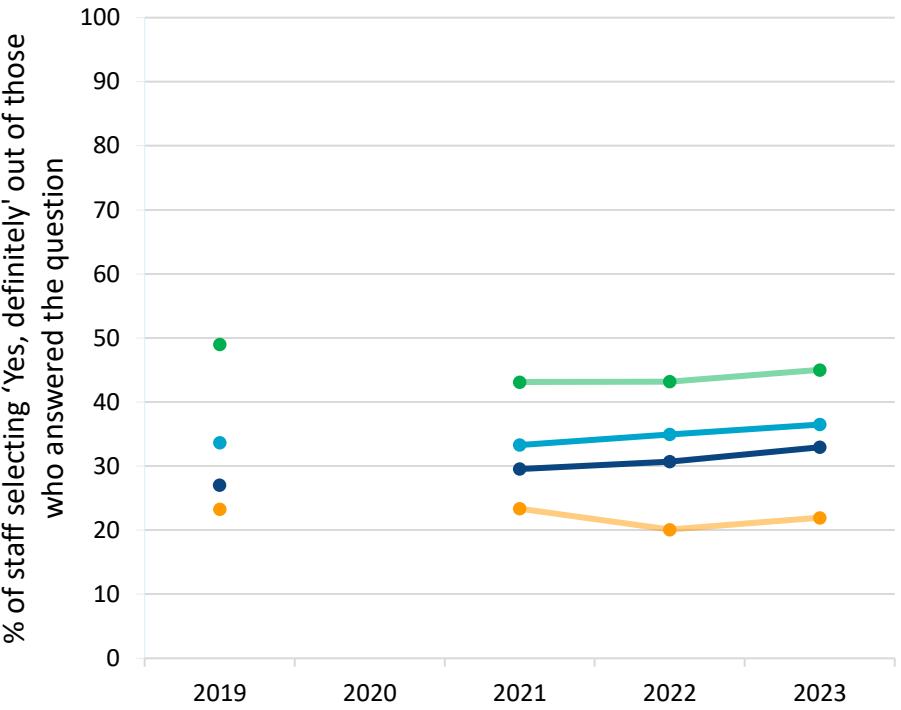


Q23c It helped me agree clear objectives for my work.



	2019	2020	2021	2022	2023
Your org	26.77%	-	25.38%	26.21%	29.87%
Best result	45.03%	-	43.01%	43.50%	45.00%
Average result	35.65%	-	33.15%	34.93%	36.67%
Worst result	26.72%	-	23.18%	20.76%	27.01%
Responses	3119	-	4189	3882	3854

Q23d It left me feeling that my work is valued by my organisation.



	2019	2020	2021	2022	2023
Your org	27.01%	-	29.54%	30.68%	32.93%
Best result	49.00%	-	43.10%	43.17%	45.01%
Average result	33.66%	-	33.29%	34.94%	36.48%
Worst result	23.24%	-	23.36%	20.07%	21.93%
Responses	3114	-	4192	3885	3858

People Promise element – We work flexibly



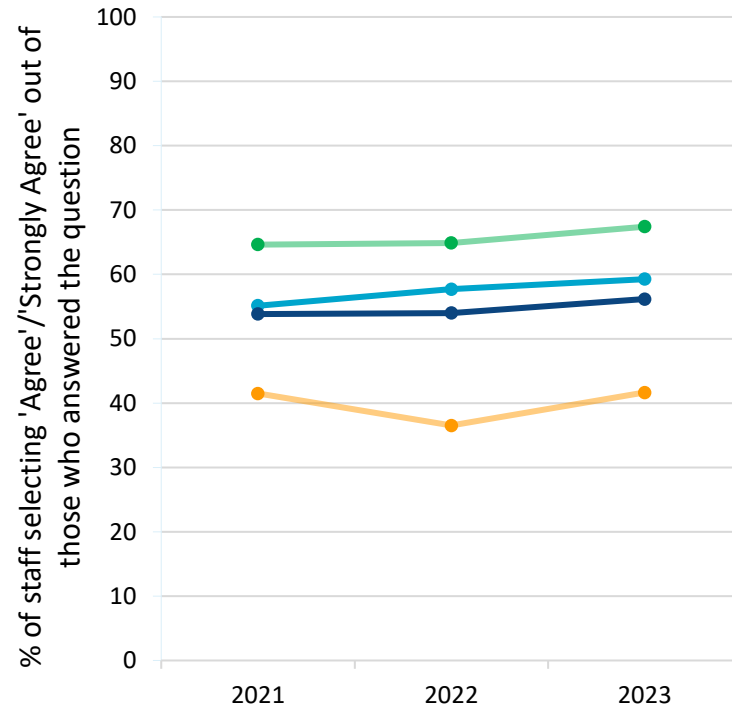
Questions included:

Support for work-life balance – Q6b, Q6c, Q6d

Flexible working – Q4d

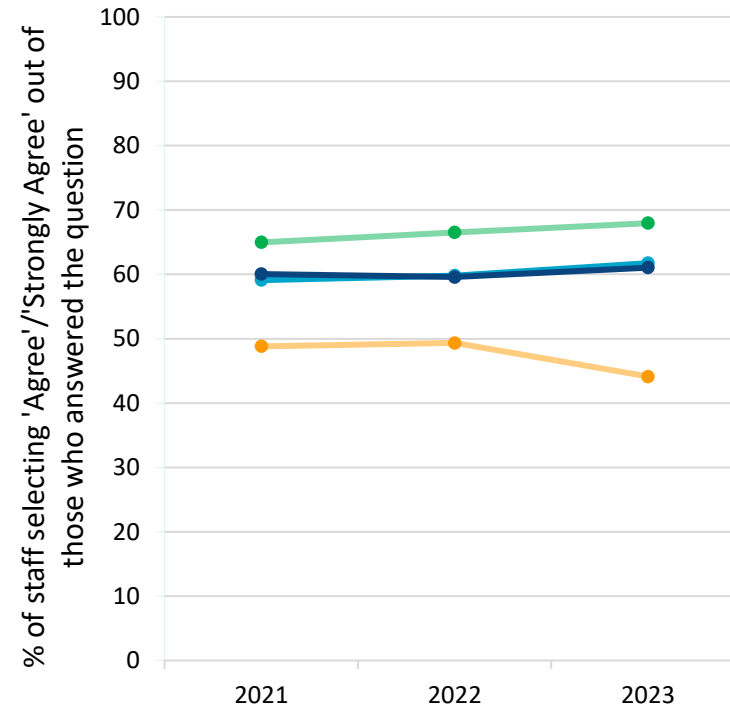


Q6b My organisation is committed to helping me balance my work and home life.



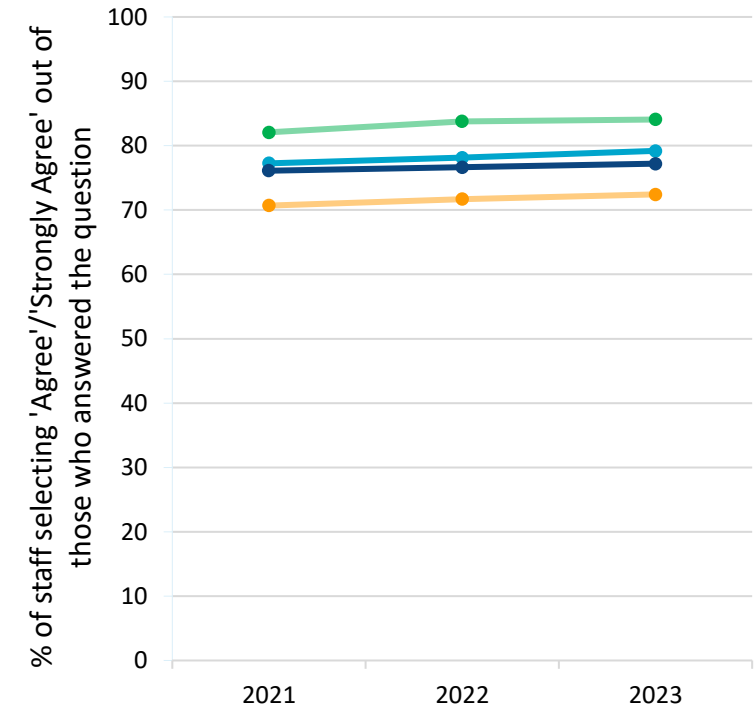
	2021	2022	2023
Your org	53.82%	54.00%	56.16%
Best result	64.63%	64.88%	67.41%
Average result	55.13%	57.70%	59.25%
Worst result	41.49%	36.52%	41.64%
Responses	4972	4681	4735

Q6c I achieve a good balance between my work life and my home life.



	2021	2022	2023
Your org	60.06%	59.58%	61.06%
Best result	64.99%	66.50%	67.98%
Average result	59.11%	59.81%	61.76%
Worst result	48.81%	49.33%	44.12%
Responses	4973	4678	4734

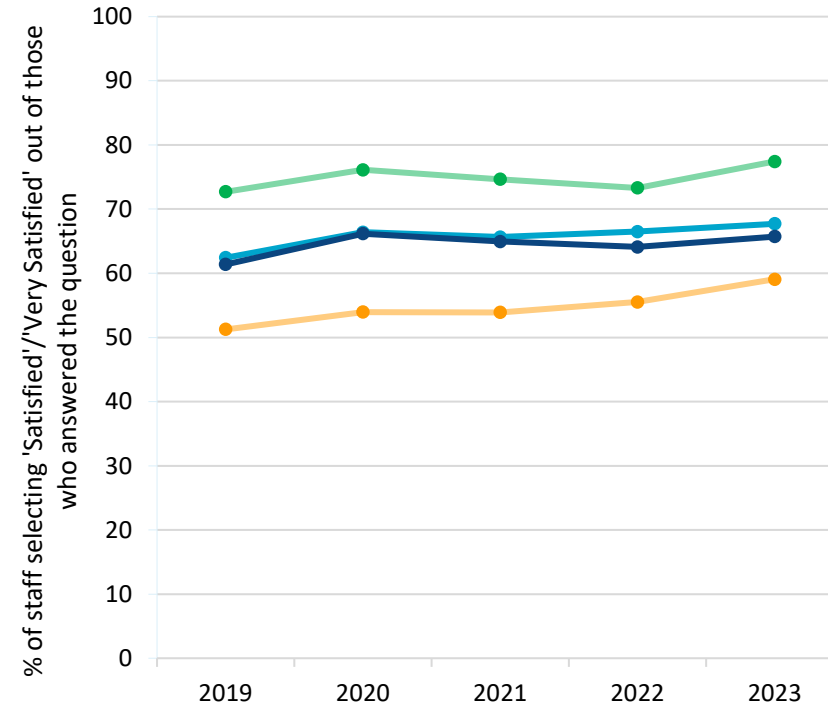
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023
Your org	76.10%	76.65%	77.19%
Best result	82.07%	83.76%	84.07%
Average result	77.25%	78.13%	79.18%
Worst result	70.71%	71.70%	72.43%
Responses	4973	4680	4732



Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2019	2020	2021	2022	2023
Your org	61.39%	66.18%	64.96%	64.10%	65.72%
Best result	72.70%	76.13%	74.65%	73.30%	77.42%
Average result	62.43%	66.39%	65.65%	66.49%	67.73%
Worst result	51.26%	53.97%	53.91%	55.54%	59.06%
Responses	3738	4806	4988	4684	4727

People Promise element – We are a team



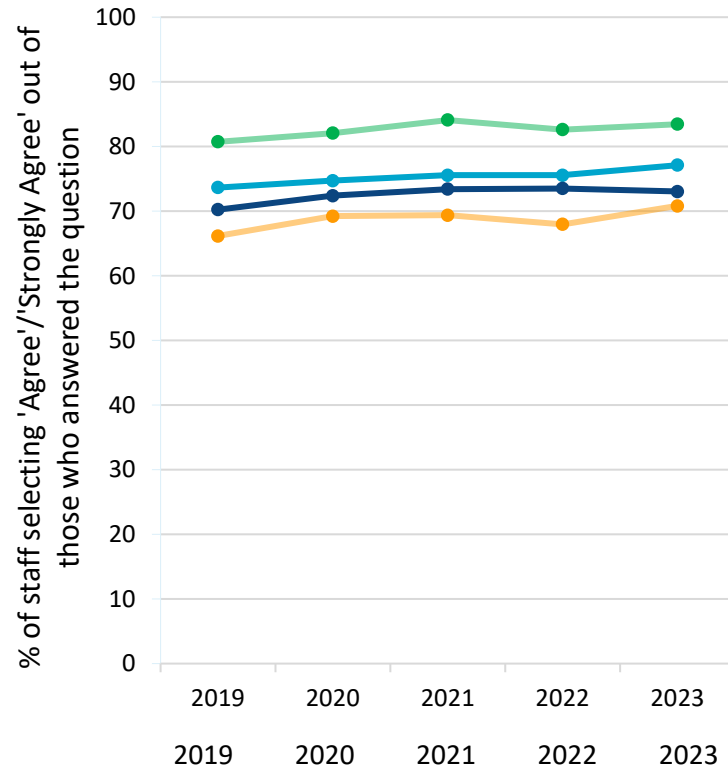
Questions included:

Team working – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9a, Q9b, Q9c, Q9d

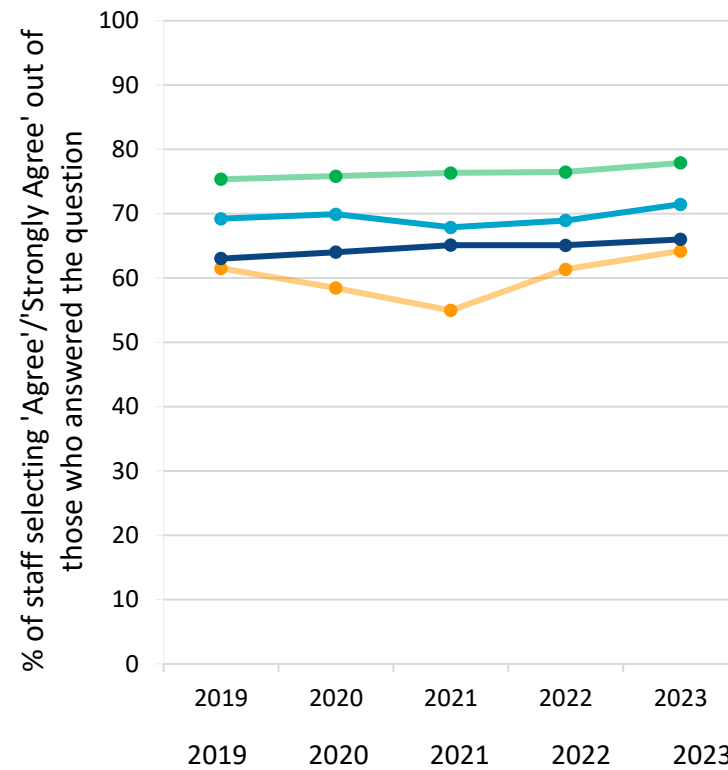


Q7a The team I work in has a set of shared objectives.



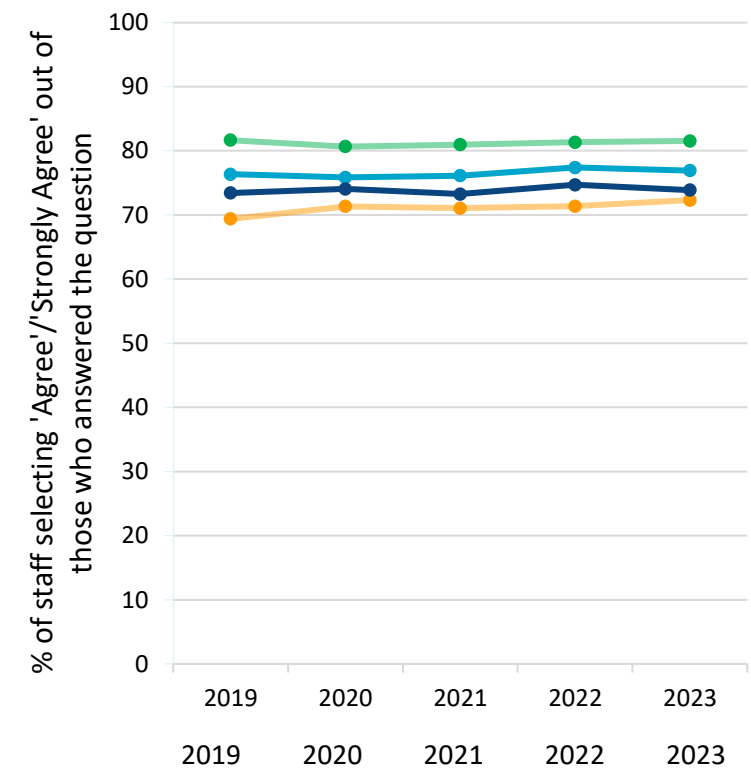
Your org	70.21%	72.40%	73.42%	73.51%	73.05%
Best result	80.74%	82.09%	84.10%	82.64%	83.46%
Average result	73.67%	74.74%	75.58%	75.57%	77.13%
Worst result	66.18%	69.23%	69.38%	67.98%	70.83%
Responses	3733	4801	4952	4678	4732

Q7b The team I work in often meets to discuss the team's effectiveness.

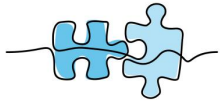


Your org	63.00%	64.02%	65.12%	65.10%	66.00%
Best result	75.36%	75.84%	76.33%	76.49%	77.90%
Average result	69.23%	69.91%	67.88%	68.94%	71.47%
Worst result	61.52%	58.46%	54.96%	61.36%	64.20%
Responses	3744	4831	4952	4676	4733

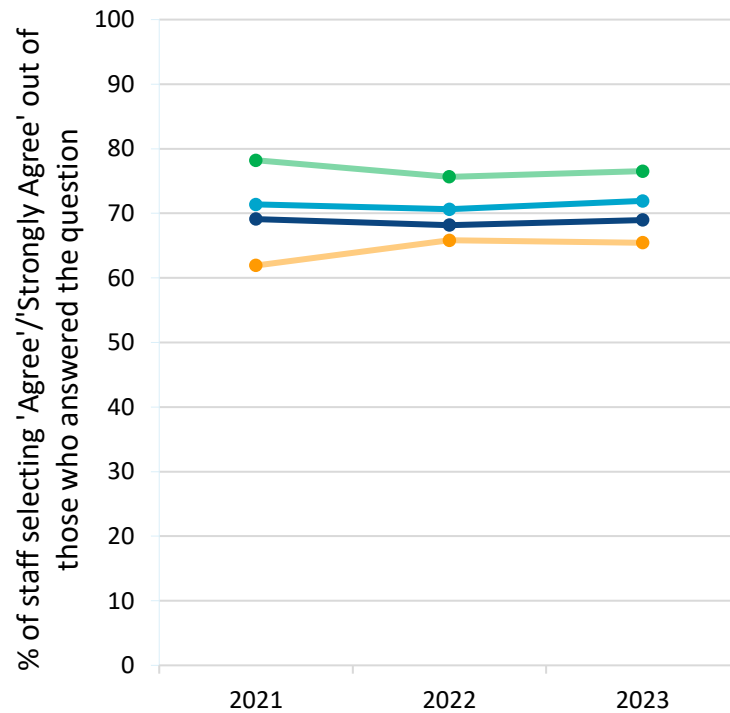
Q7c I receive the respect I deserve from my colleagues at work.



Your org	73.39%	74.05%	73.25%	74.71%	73.86%
Best result	81.65%	80.66%	80.95%	81.34%	81.54%
Average result	76.33%	75.84%	76.13%	77.38%	76.93%
Worst result	69.39%	71.32%	71.06%	71.35%	72.31%
Responses	3751	4840	4953	4678	4729

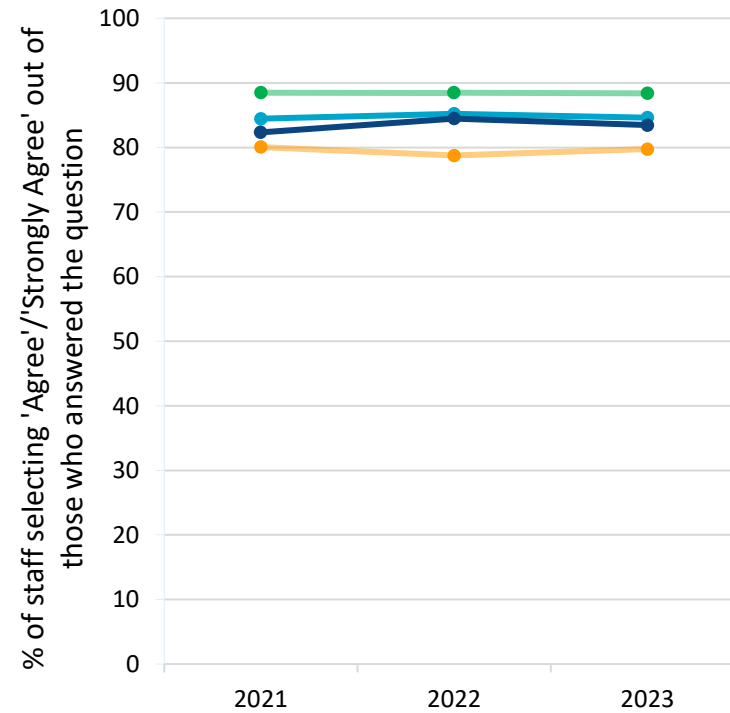


Q7d Team members understand each other's roles.



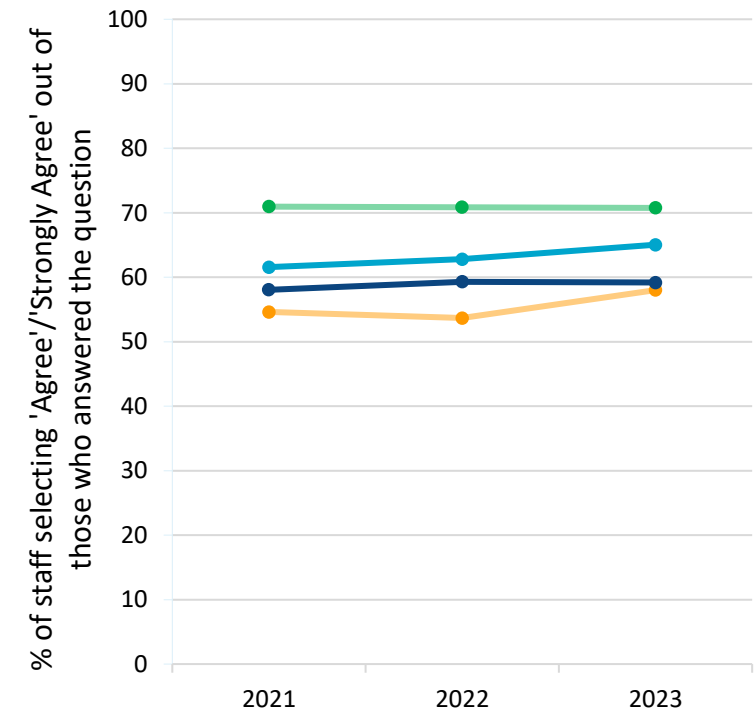
	2021	2022	2023
Your org	69.10%	68.16%	68.95%
Best result	78.20%	75.63%	76.53%
Average result	71.36%	70.61%	71.92%
Worst result	61.93%	65.82%	65.44%
Responses	4955	4676	4731

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023
Your org	82.36%	84.49%	83.45%
Best result	88.50%	88.48%	88.38%
Average result	84.46%	85.21%	84.63%
Worst result	80.07%	78.76%	79.75%
Responses	4949	4678	4726

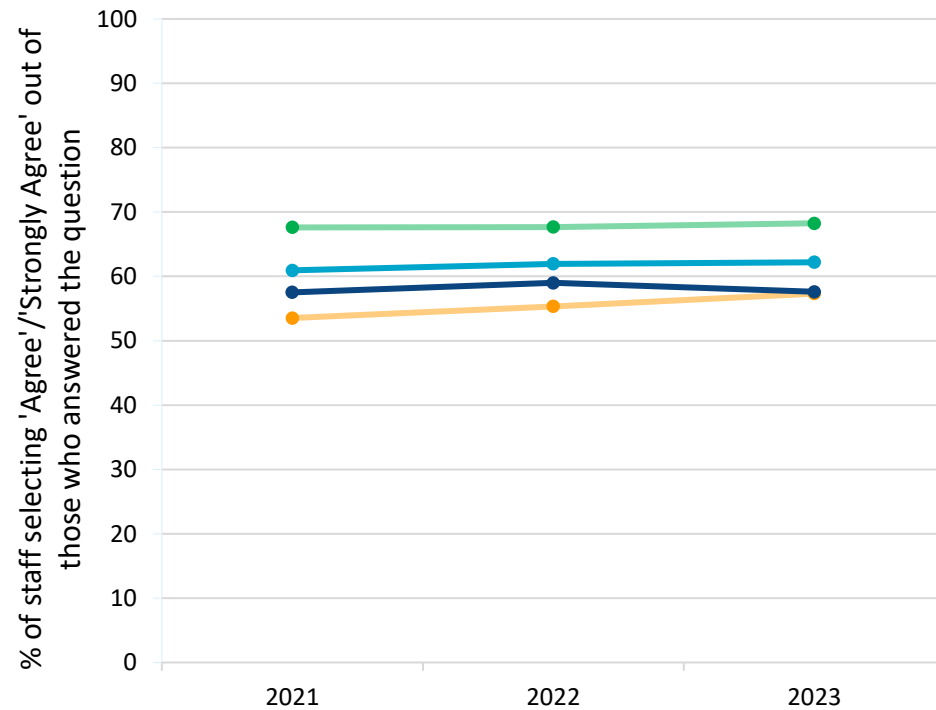
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023
Your org	58.06%	59.31%	59.19%
Best result	70.97%	70.85%	70.76%
Average result	61.57%	62.81%	65.04%
Worst result	54.62%	53.66%	58.03%
Responses	4942	4677	4720

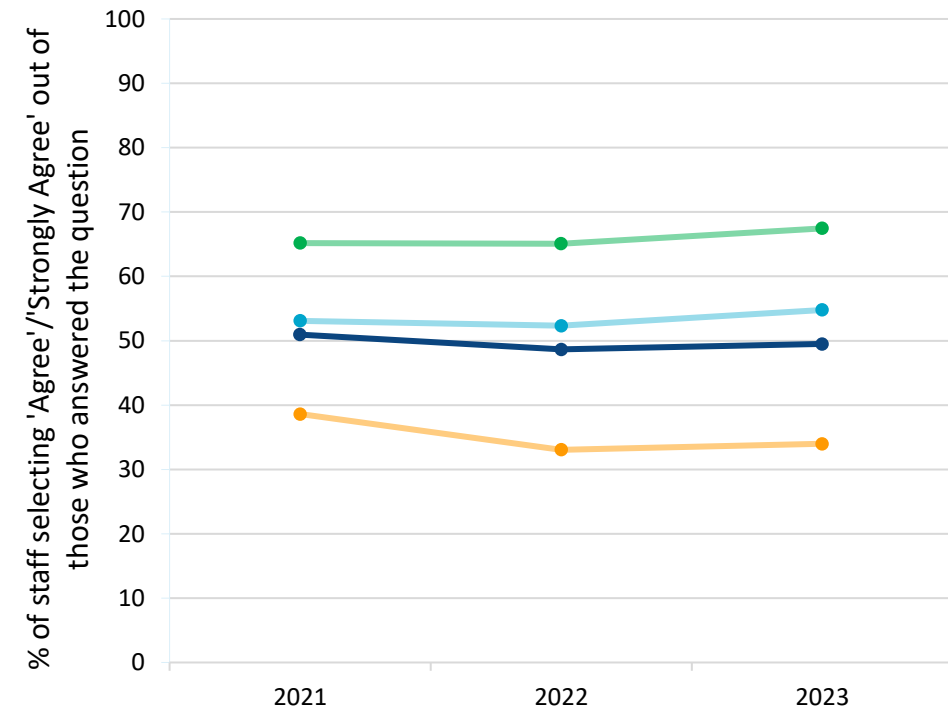


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023
Your org	57.49%	59.00%	57.59%
Best result	67.64%	67.66%	68.24%
Average result	60.93%	61.94%	62.20%
Worst result	53.52%	55.34%	57.33%
Responses	4947	4672	4721

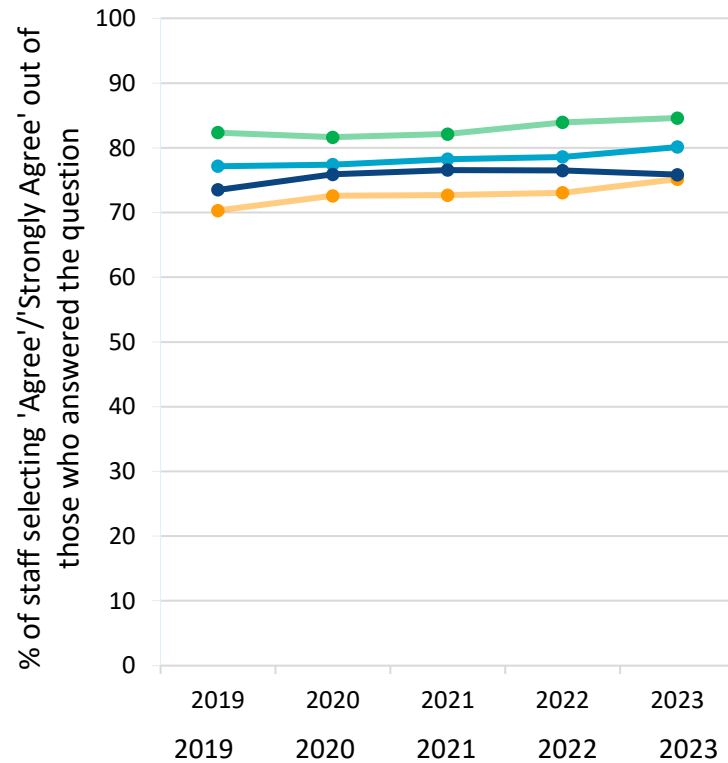
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023
Your org	50.93%	48.64%	49.48%
Best result	65.19%	65.09%	67.46%
Average result	53.09%	52.33%	54.78%
Worst result	38.61%	33.05%	33.97%
Responses	4945	4676	4730

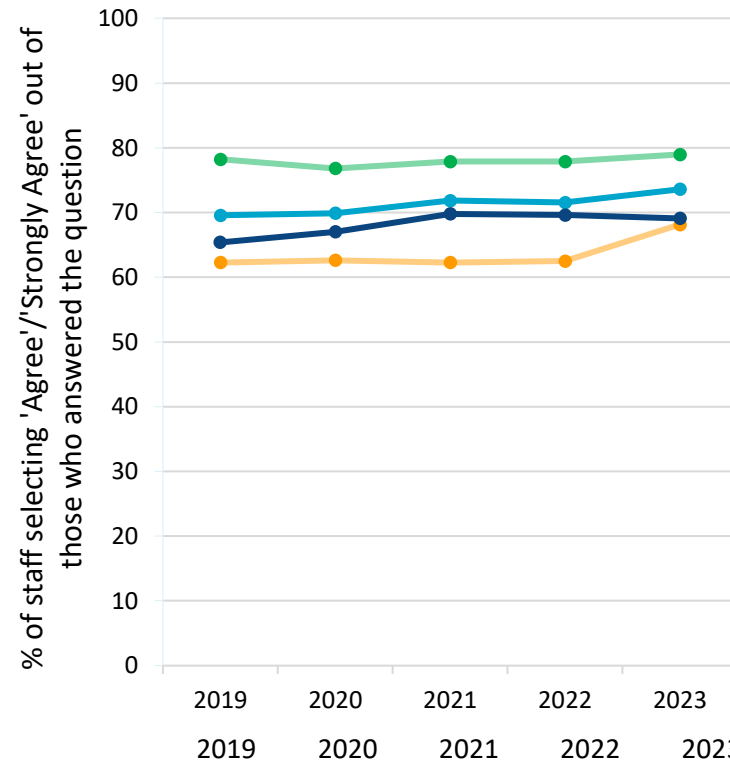


Q9a My immediate manager encourages me at work.



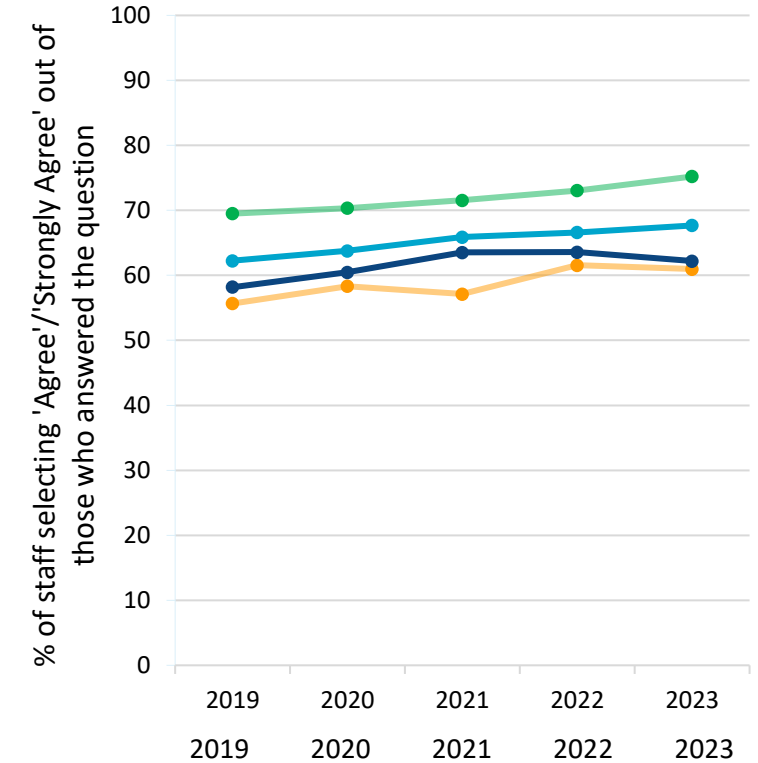
	2019	2020	2021	2022	2023
Your org	73.47%	75.89%	76.57%	76.48%	75.86%
Best result	82.35%	81.63%	82.14%	83.92%	84.61%
Average result	77.16%	77.40%	78.25%	78.60%	80.12%
Worst result	70.32%	72.59%	72.69%	73.05%	75.16%
Responses	3744	4794	4932	4680	4729

Q9b My immediate manager gives me clear feedback on my work.



	2019	2020	2021	2022	2023
Your org	65.40%	67.03%	69.78%	69.61%	69.09%
Best result	78.22%	76.82%	77.87%	77.87%	78.97%
Average result	69.56%	69.88%	71.83%	71.54%	73.61%
Worst result	62.28%	62.61%	62.27%	62.50%	68.14%
Responses	3741	4788	4929	4677	4726

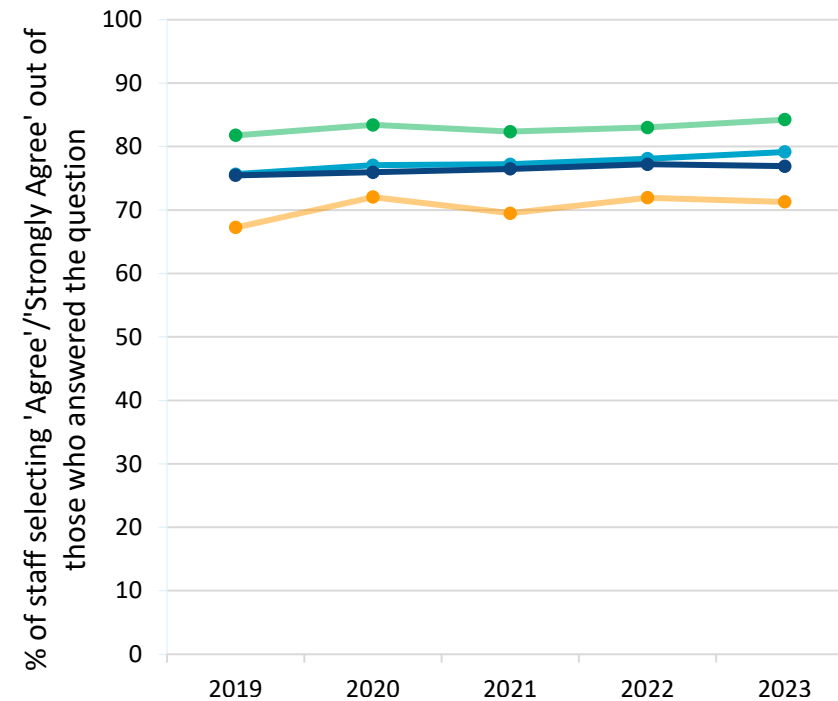
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2019	2020	2021	2022	2023
Your org	58.15%	60.48%	63.53%	63.56%	62.18%
Best result	69.51%	70.33%	71.55%	73.06%	75.21%
Average result	62.24%	63.76%	65.89%	66.59%	67.68%
Worst result	55.66%	58.32%	57.11%	61.55%	60.95%
Responses	3738	4789	4927	4680	4728



Q9d My immediate manager takes a positive interest in my health and well-being.



	2019	2020	2021	2022	2023
Your org	75.45%	75.96%	76.49%	77.22%	76.91%
Best result	81.77%	83.41%	82.36%	83.00%	84.26%
Average result	75.65%	77.07%	77.22%	78.09%	79.16%
Worst result	67.24%	72.04%	69.49%	71.93%	71.29%
Responses	3740	4783	4929	4679	4730

Theme – Staff engagement

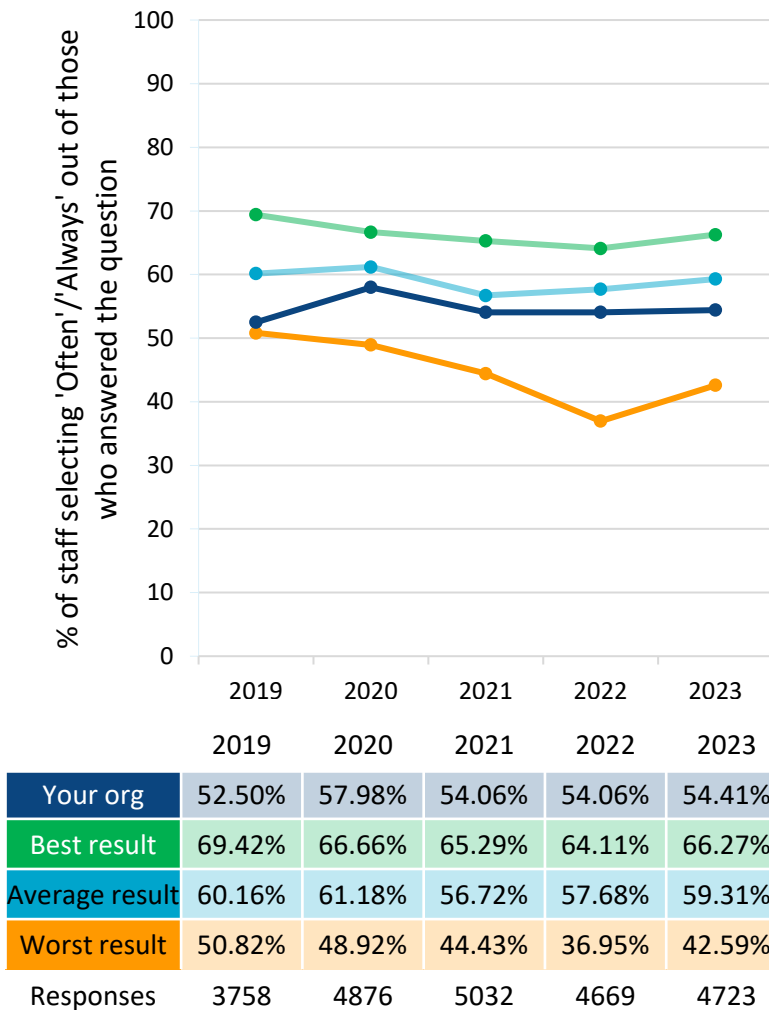
Questions included:

Motivation – Q2a, Q2b, Q2c

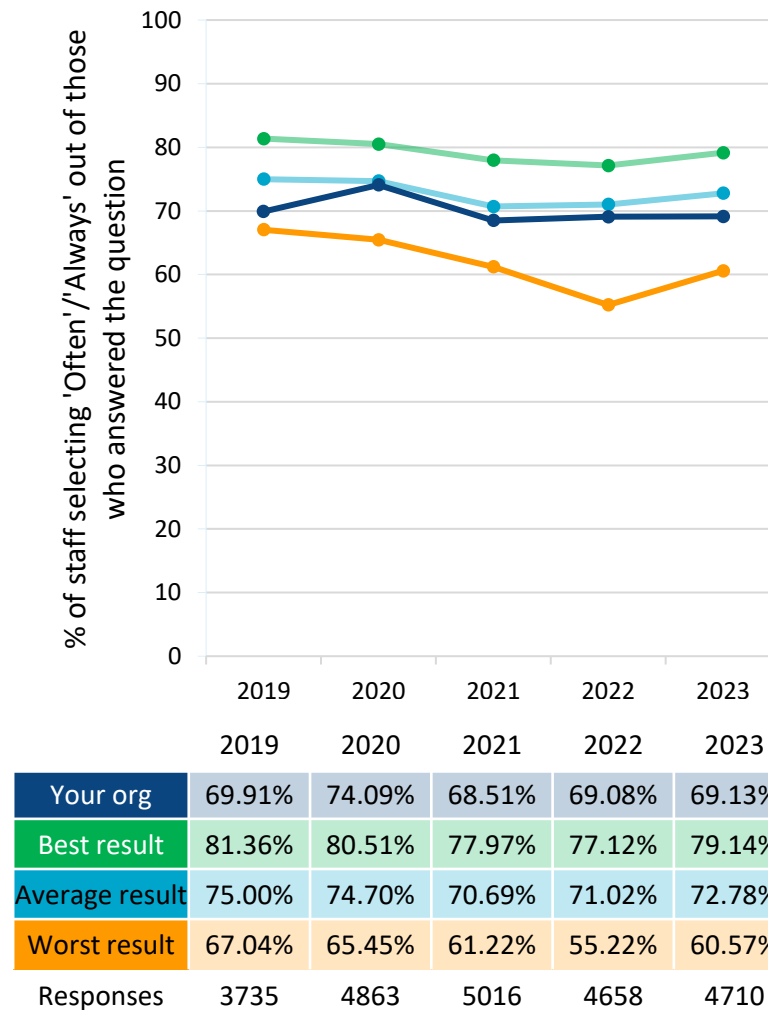
Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

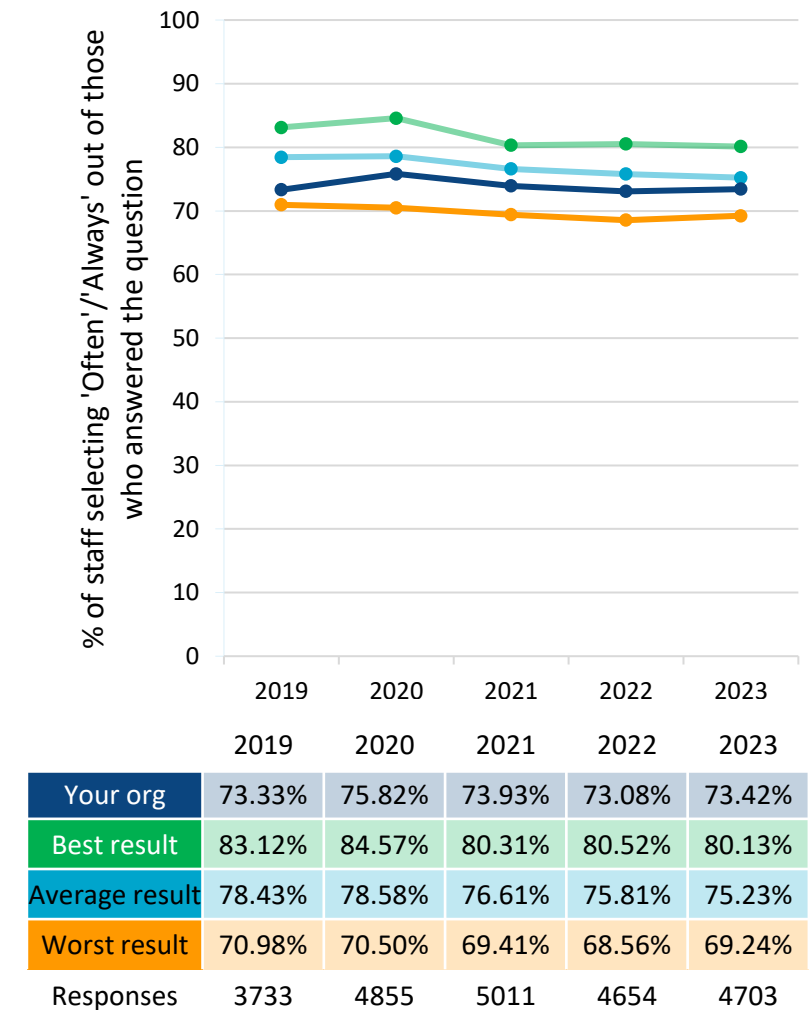
Q2a I look forward to going to work.



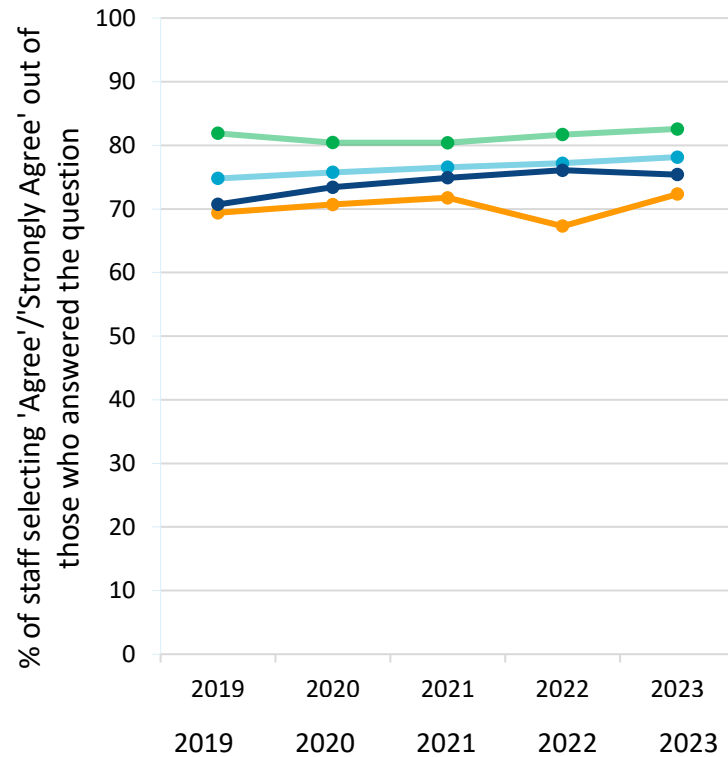
Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.

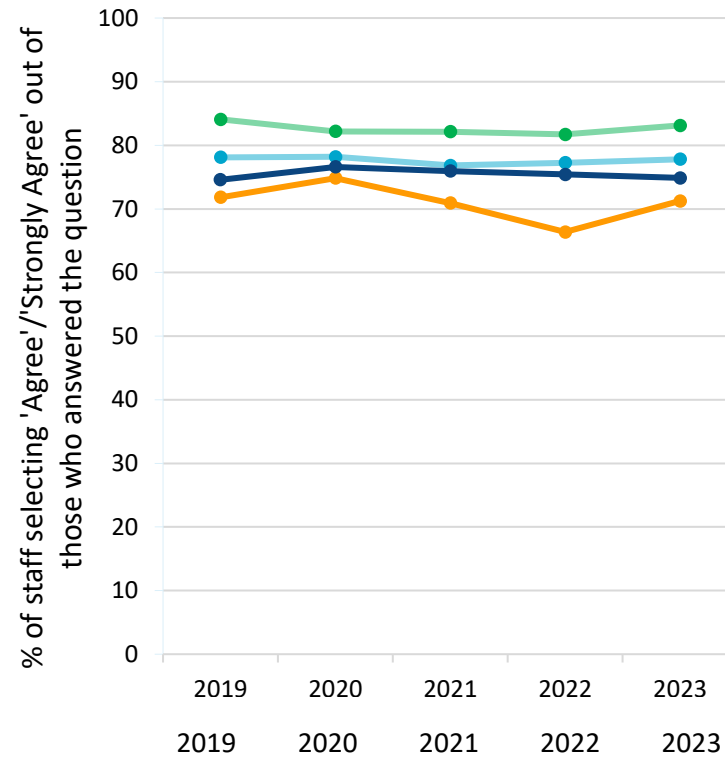


Q3c There are frequent opportunities for me to show initiative in my role.



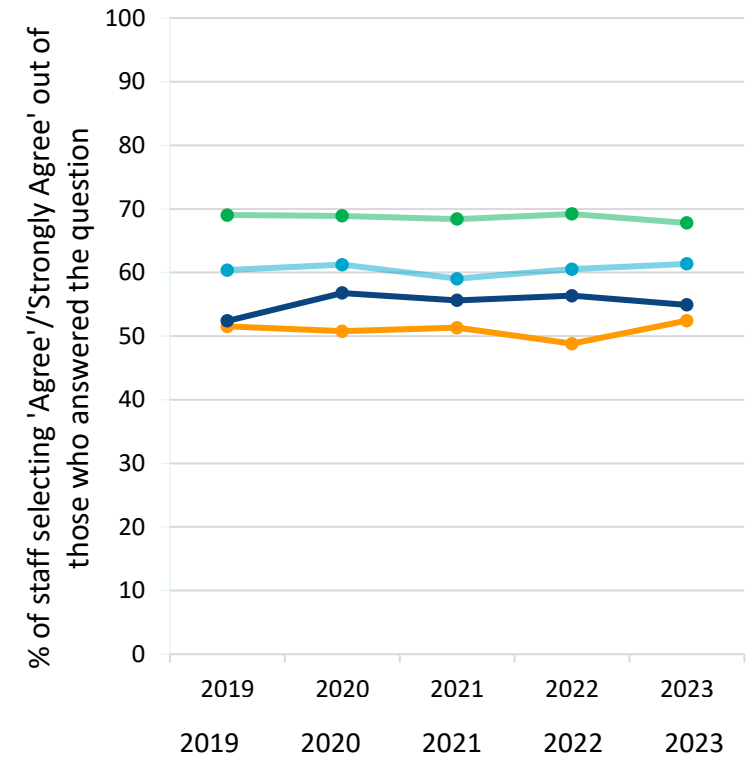
Your org	2019	2020	2021	2022	2023
Best result	81.89%	80.42%	80.39%	81.69%	82.58%
Average result	74.78%	75.75%	76.55%	77.17%	78.14%
Worst result	69.39%	70.70%	71.75%	67.29%	72.32%
Responses	3763	4847	4997	4675	4736

Q3d I am able to make suggestions to improve the work of my team / department.



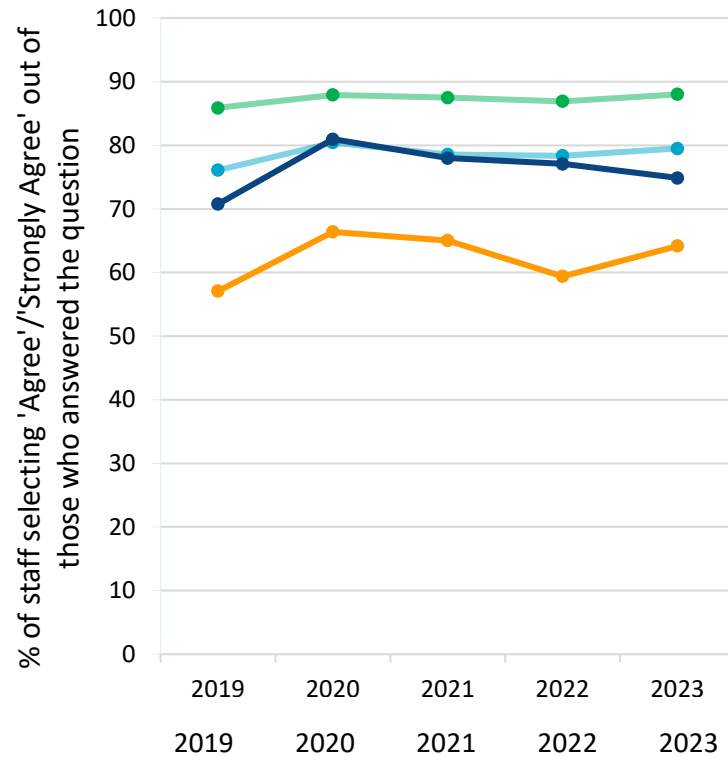
Your org	2019	2020	2021	2022	2023
Best result	84.08%	82.18%	82.14%	81.71%	83.13%
Average result	78.11%	78.18%	76.84%	77.25%	77.80%
Worst result	71.82%	74.85%	70.93%	66.36%	71.24%
Responses	3748	4846	4990	4680	4742

Q3f I am able to make improvements happen in my area of work.



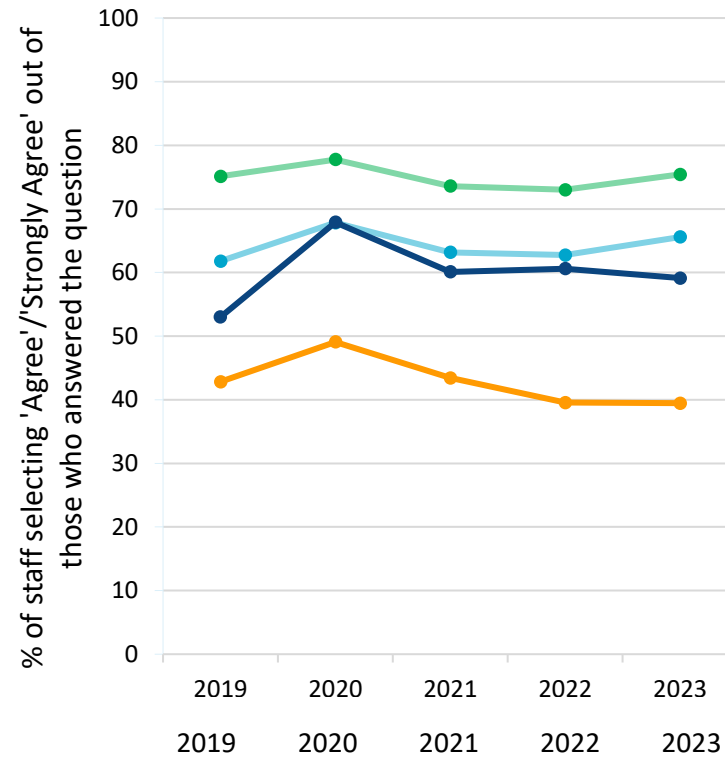
Your org	2019	2020	2021	2022	2023
Best result	69.03%	68.91%	68.40%	69.20%	67.81%
Average result	60.38%	61.24%	59.01%	60.52%	61.37%
Worst result	51.53%	50.78%	51.33%	48.81%	52.44%
Responses	3749	4829	4991	4675	4737

Q25a Care of patients / service users is my organisation's top priority.



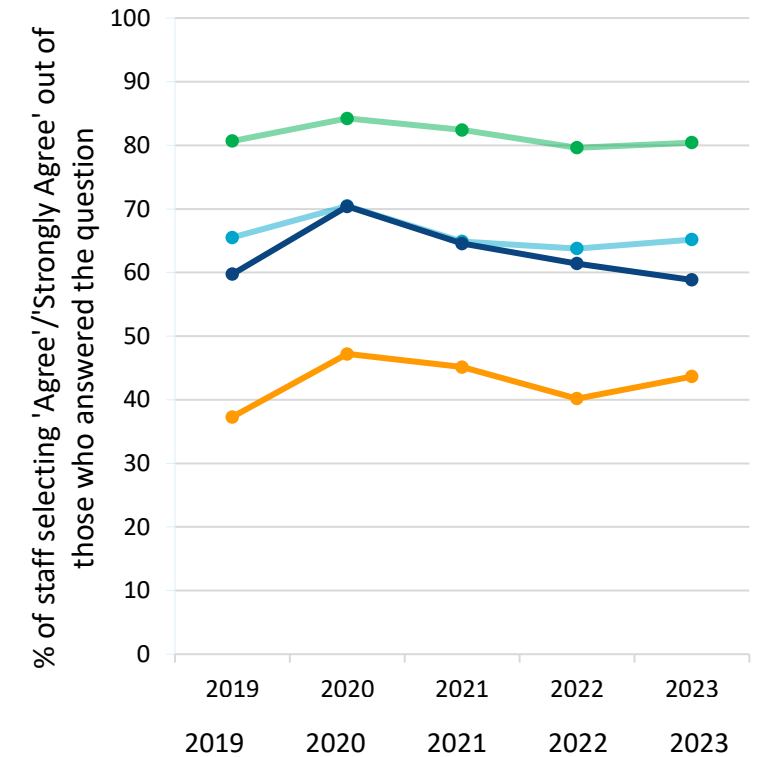
Your org	70.77%	80.96%	77.99%	77.09%	74.88%
Best result	85.89%	87.93%	87.50%	86.92%	88.01%
Average result	76.11%	80.42%	78.56%	78.37%	79.49%
Worst result	57.09%	66.39%	65.04%	59.39%	64.18%
Responses	3700	4747	4873	4663	4723

Q25c I would recommend my organisation as a place to work.



Your org	52.99%	67.91%	60.10%	60.60%	59.13%
Best result	75.13%	77.76%	73.58%	73.01%	75.43%
Average result	61.79%	67.83%	63.17%	62.74%	65.59%
Worst result	42.82%	49.09%	43.43%	39.56%	39.46%
Responses	3691	4750	4872	4667	4722

Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



Your org	59.73%	70.40%	64.55%	61.41%	58.85%
Best result	80.67%	84.23%	82.42%	79.63%	80.42%
Average result	65.50%	70.45%	64.89%	63.78%	65.18%
Worst result	37.29%	47.19%	45.13%	40.19%	43.64%
Responses	3676	4747	4868	4660	4714

Theme - Morale

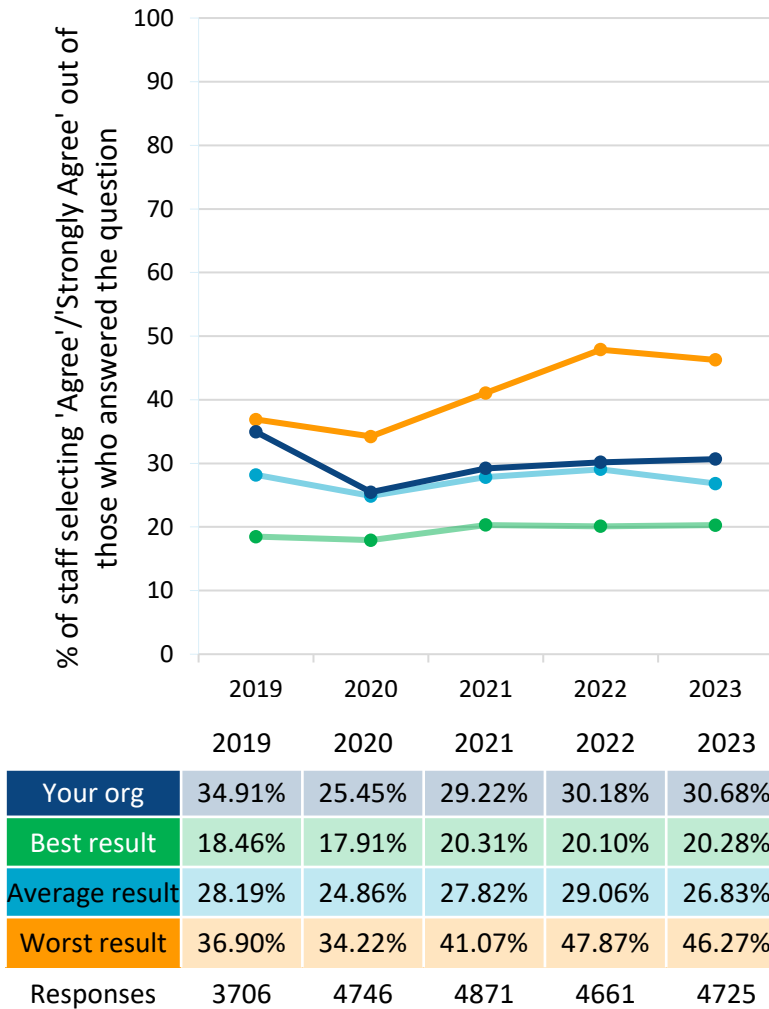
Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

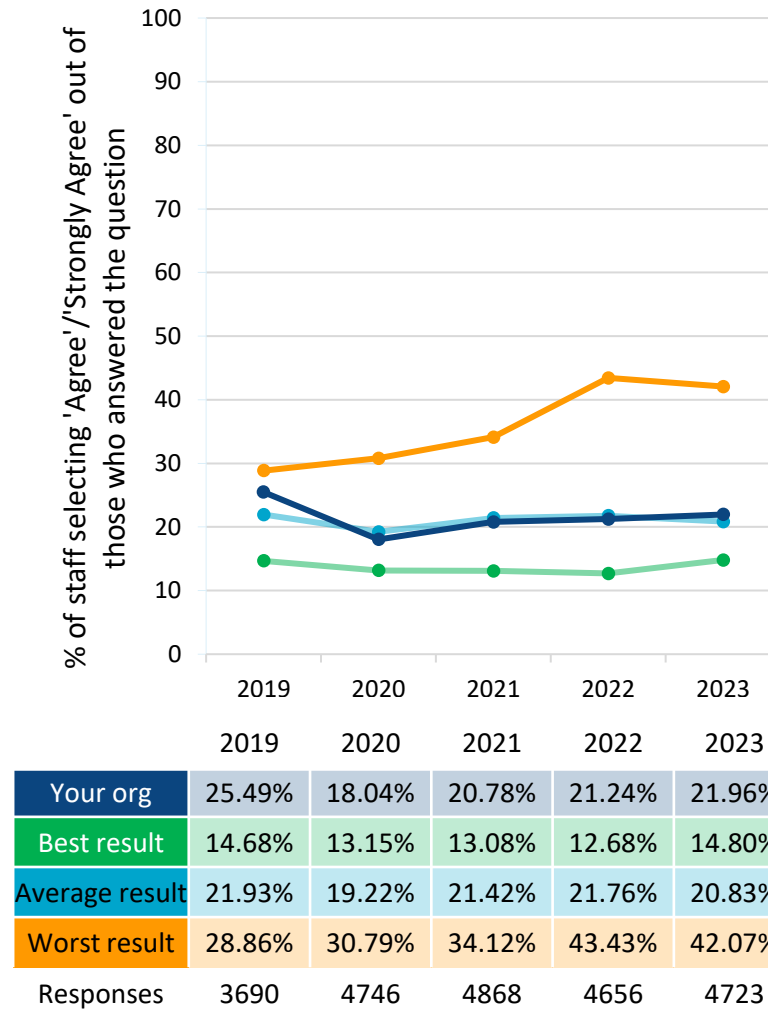
Work pressure – Q3g, Q3h, Q3i

Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

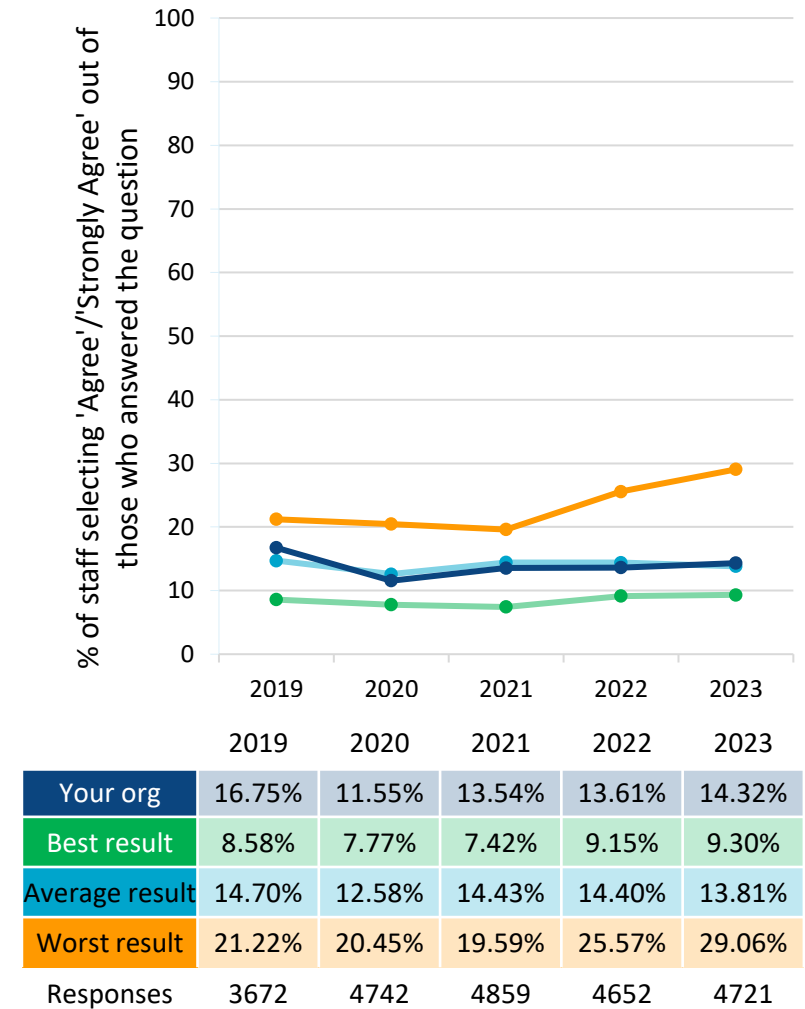
Q26a I often think about leaving this organisation.



Q26b I will probably look for a job at a new organisation in the next 12 months.

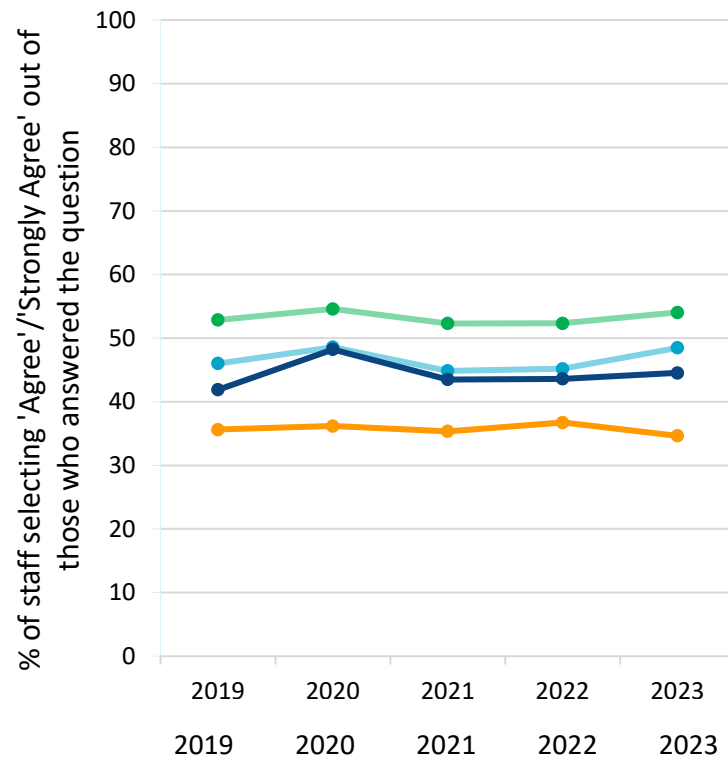


Q26c As soon as I can find another job, I will leave this organisation.



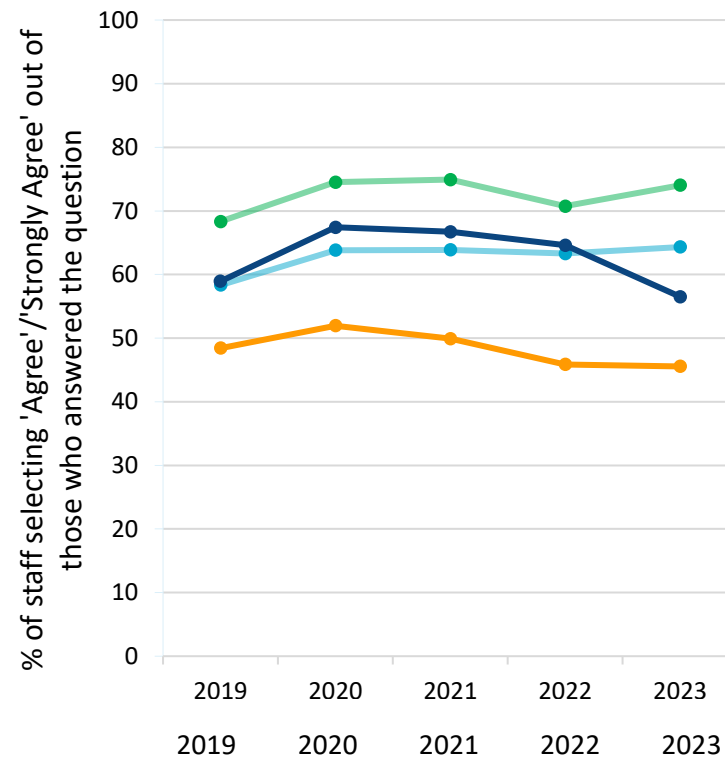


Q3g I am able to meet all the conflicting demands on my time at work.



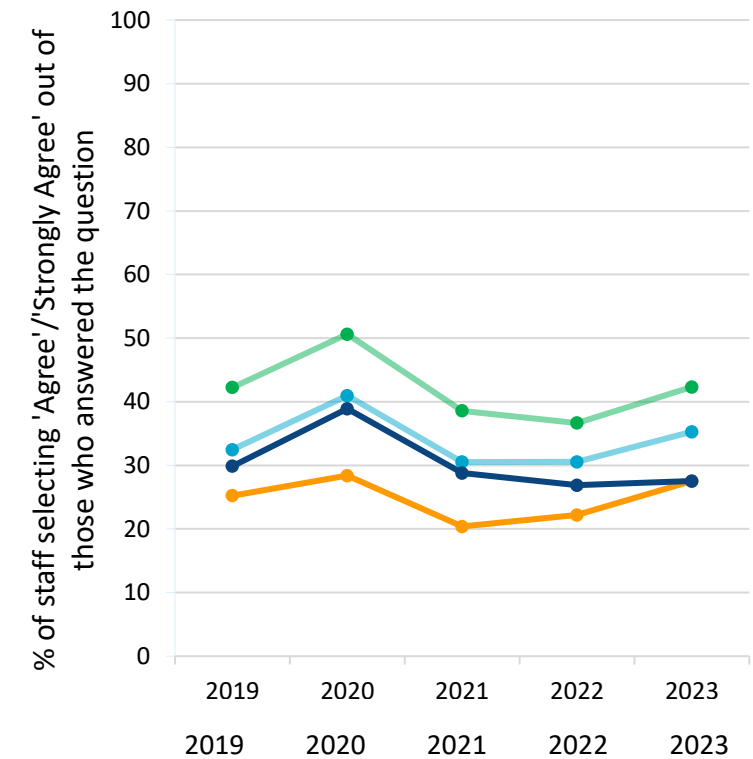
Your org	41.87%	48.22%	43.50%	43.61%	44.54%
Best result	52.86%	54.59%	52.32%	52.33%	54.03%
Average result	46.01%	48.59%	44.86%	45.18%	48.48%
Worst result	35.63%	36.18%	35.35%	36.74%	34.64%
Responses	3746	4830	4989	4669	4731

Q3h I have adequate materials, supplies and equipment to do my work.



Your org	58.93%	67.41%	66.72%	64.61%	56.50%
Best result	68.32%	74.51%	74.92%	70.75%	74.04%
Average result	58.35%	63.84%	63.87%	63.29%	64.33%
Worst result	48.44%	51.95%	49.91%	45.87%	45.56%
Responses	3747	4824	4990	4668	4733

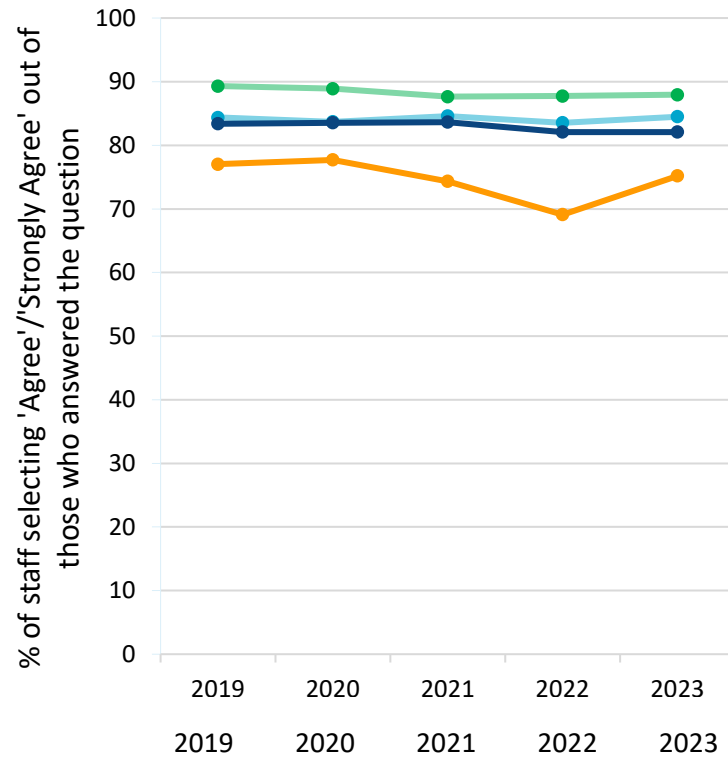
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	29.86%	38.90%	28.78%	26.87%	27.52%
Best result	42.23%	50.62%	38.58%	36.65%	42.31%
Average result	32.45%	40.96%	30.52%	30.55%	35.28%
Worst result	25.23%	28.37%	20.38%	22.18%	27.52%
Responses	3743	4837	4998	4674	4734

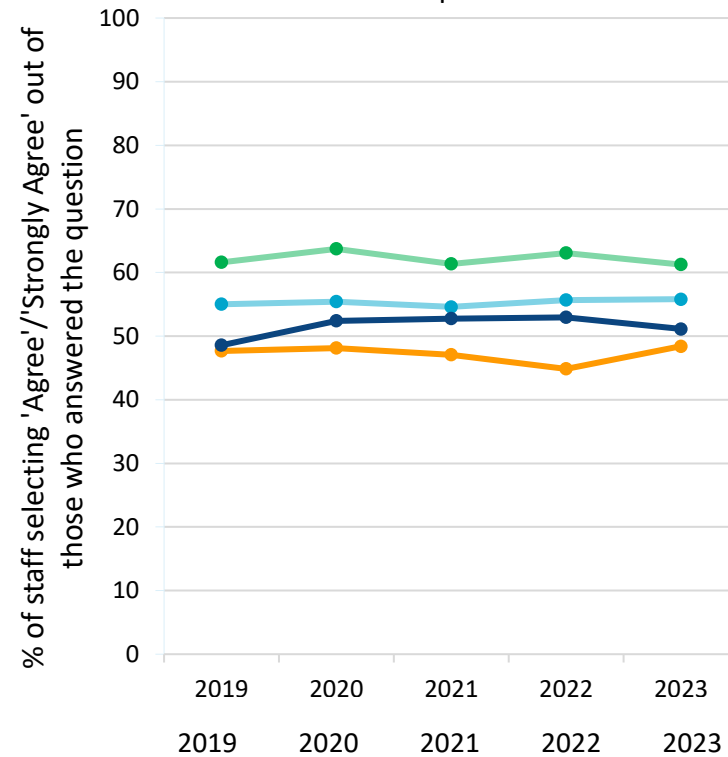


Q3a I always know what my work responsibilities are.



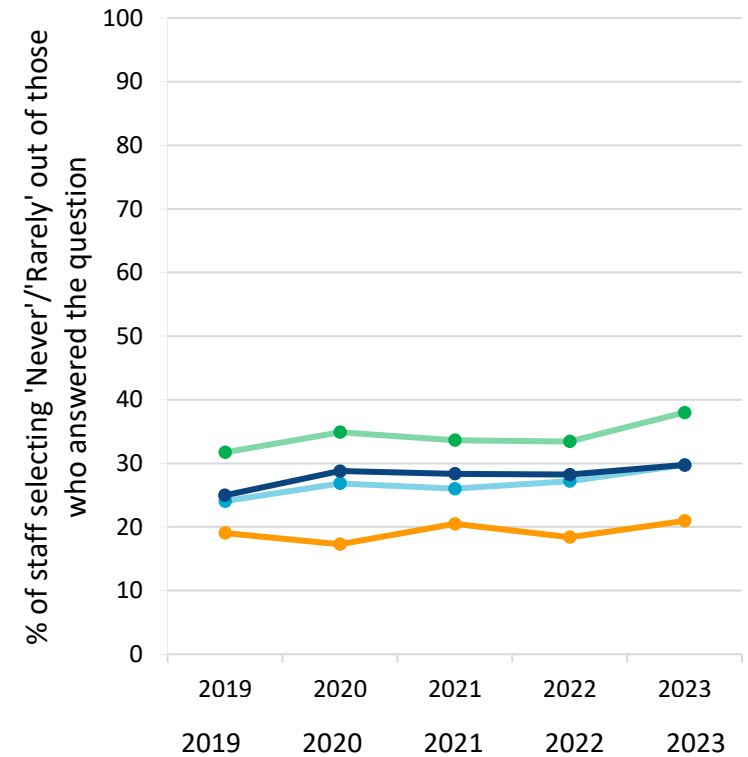
Your org	83.41%	83.55%	83.64%	82.10%	82.09%
Best result	89.31%	88.91%	87.64%	87.74%	87.94%
Average result	84.39%	83.69%	84.60%	83.54%	84.49%
Worst result	77.03%	77.72%	74.34%	69.12%	75.20%
Responses	3737	4873	4997	4681	4741

Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Your org	48.57%	52.41%	52.76%	52.97%	51.12%
Best result	61.62%	63.73%	61.35%	63.07%	61.26%
Average result	55.01%	55.43%	54.61%	55.66%	55.80%
Worst result	47.67%	48.13%	47.08%	44.86%	48.41%
Responses	3755	4843	4998	4680	4738

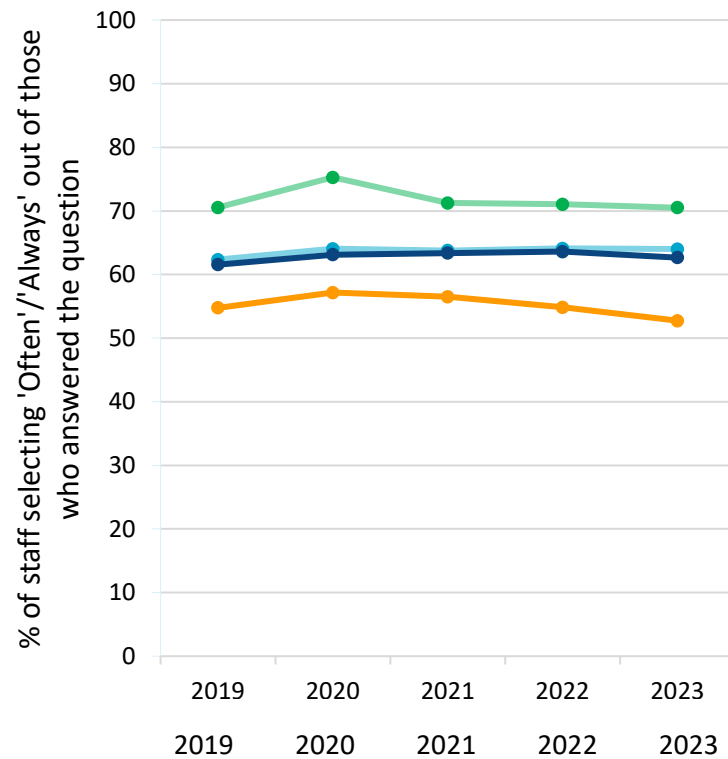
Q5a I have unrealistic time pressures.



Your org	24.95%	28.79%	28.35%	28.22%	29.73%
Best result	31.73%	34.90%	33.64%	33.44%	37.98%
Average result	24.05%	26.84%	26.02%	27.20%	29.73%
Worst result	19.06%	17.28%	20.49%	18.39%	20.96%
Responses	3716	4820	4969	4673	4734

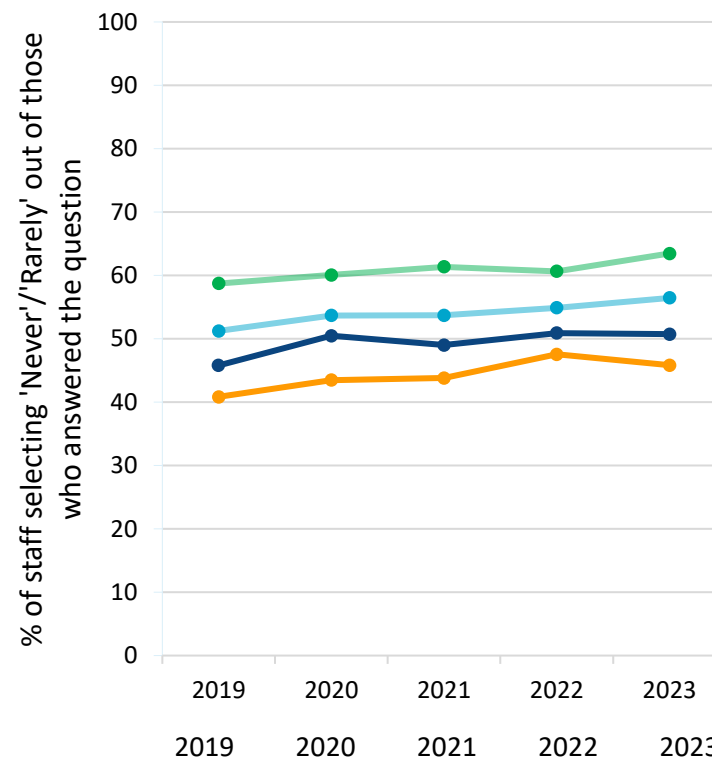


Q5b I have a choice in deciding how to do my work.



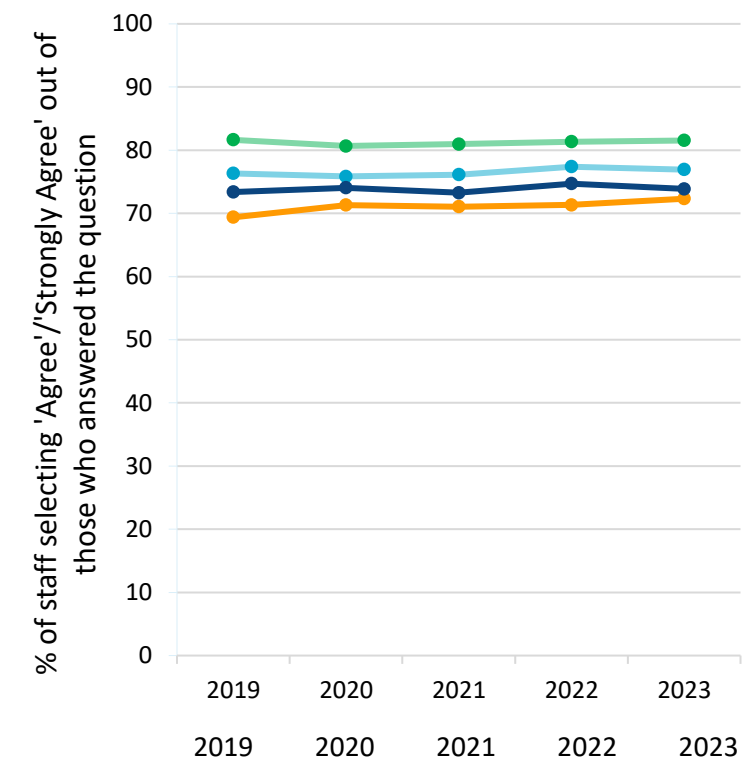
Your org	61.57%	63.12%	63.37%	63.59%	62.68%
Best result	70.54%	75.27%	71.25%	71.04%	70.51%
Average result	62.33%	64.05%	63.77%	64.10%	64.00%
Worst result	54.76%	57.16%	56.52%	54.84%	52.72%
Responses	3710	4815	4969	4675	4736

Q5c Relationships at work are strained.



Your org	45.76%	50.47%	49.00%	50.89%	50.72%
Best result	58.73%	60.08%	61.37%	60.64%	63.46%
Average result	51.23%	53.68%	53.70%	54.89%	56.46%
Worst result	40.82%	43.46%	43.80%	47.54%	45.83%
Responses	3707	4814	4970	4675	4732

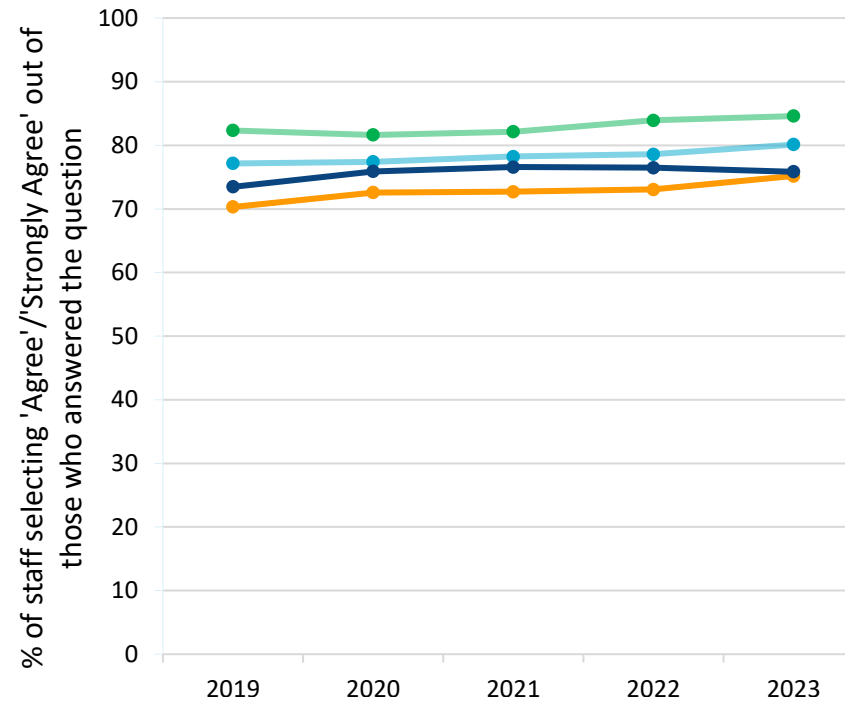
Q7c I receive the respect I deserve from my colleagues at work.



Your org	73.39%	74.05%	73.25%	74.71%	73.86%
Best result	81.65%	80.66%	80.95%	81.34%	81.54%
Average result	76.33%	75.84%	76.13%	77.38%	76.93%
Worst result	69.39%	71.32%	71.06%	71.35%	72.31%
Responses	3751	4840	4953	4678	4729



Q9a My immediate manager encourages me at work.



	2019	2020	2021	2022	2023
Your org	73.47%	75.89%	76.57%	76.48%	75.86%
Best result	82.35%	81.63%	82.14%	83.92%	84.61%
Average result	77.16%	77.40%	78.25%	78.60%	80.12%
Worst result	70.32%	72.59%	72.69%	73.05%	75.16%
Responses	3744	4794	4932	4680	4729

Question not linked to People Promise elements or themes

Questions included:*

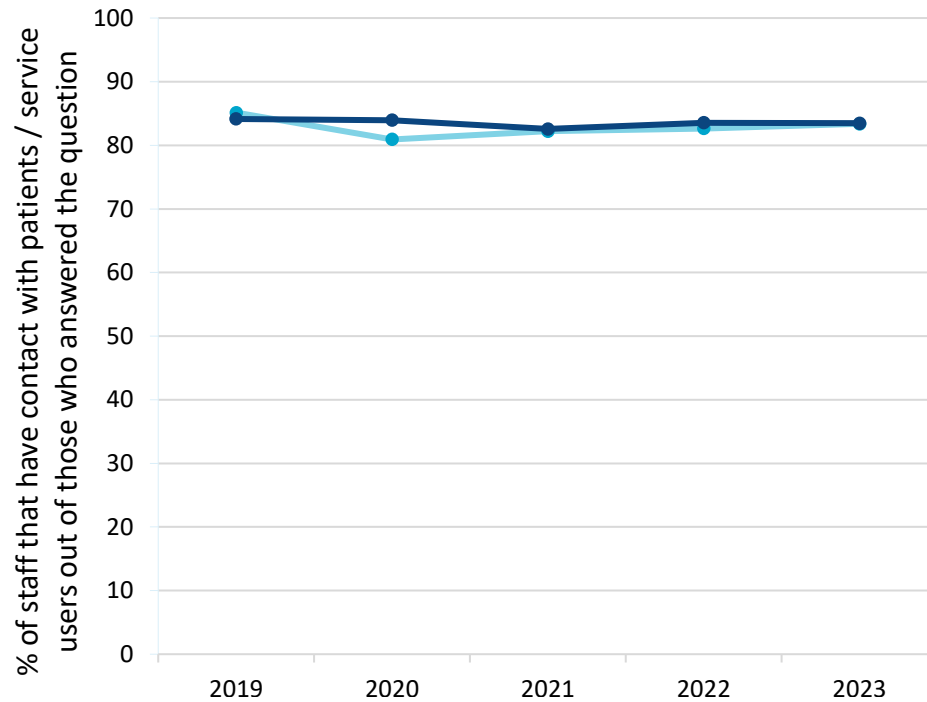
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*The results for Q17a, Q17b and Q22 are reported in the section for People Promise element 4: We are safe and healthy. These questions do not contribute to any score or sub-score calculations.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

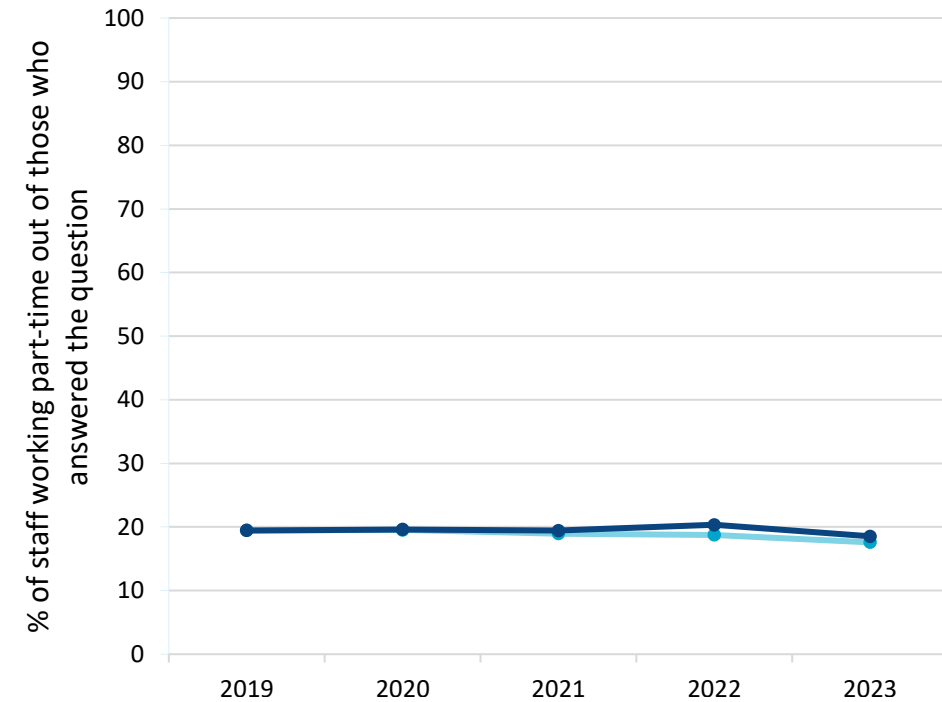


Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



	2019	2020	2021	2022	2023
Your org	84.15%	83.95%	82.56%	83.53%	83.47%
Average	85.12%	80.93%	82.21%	82.64%	83.36%
Responses	3741	4886	5028	4658	4725

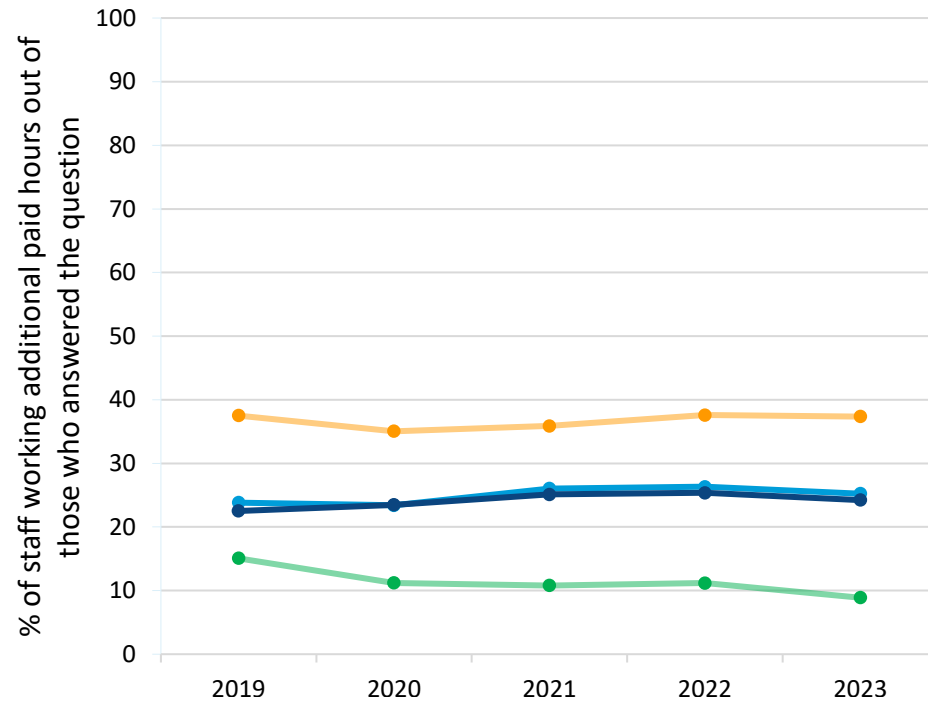
Q10a How many hours a week are you contracted to work?



	2019	2020	2021	2022	2023
Your org	19.46%	19.61%	19.43%	20.34%	18.53%
Average	19.46%	19.54%	18.96%	18.74%	17.59%
Responses	3509	4733	4843	4597	4635



Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?

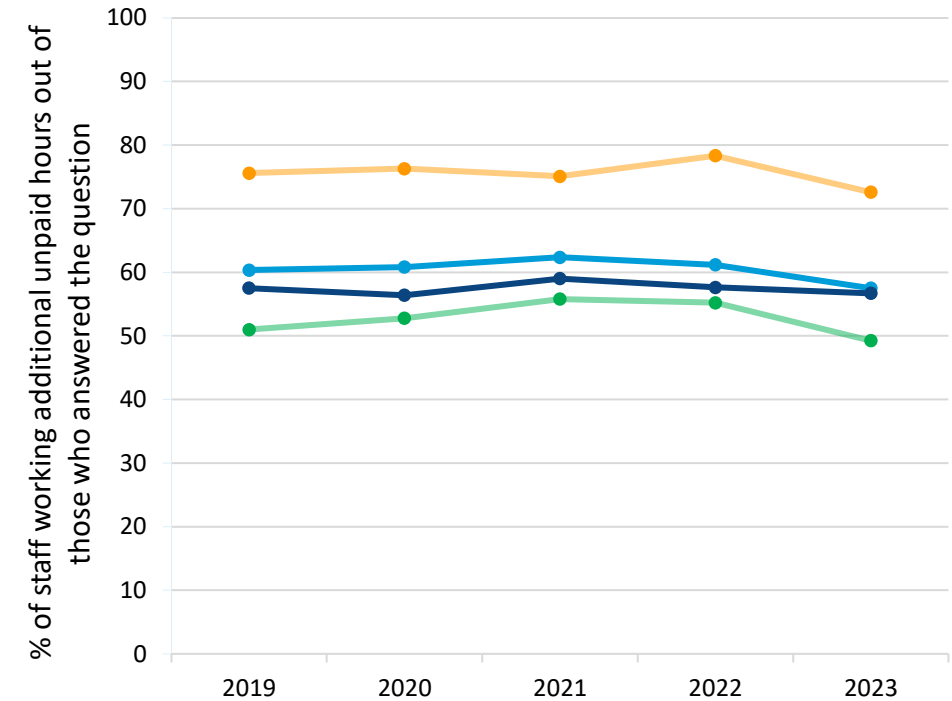


2019 2020 2021 2022 2023

Your org	22.51%	23.48%	25.11%	25.37%	24.23%
Lowest	15.08%	11.21%	10.81%	11.17%	8.88%
Average	23.83%	23.40%	26.03%	26.31%	25.25%
Highest	37.52%	35.06%	35.88%	37.60%	37.36%

Responses 3530 4755 4904 4628 4705

Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?



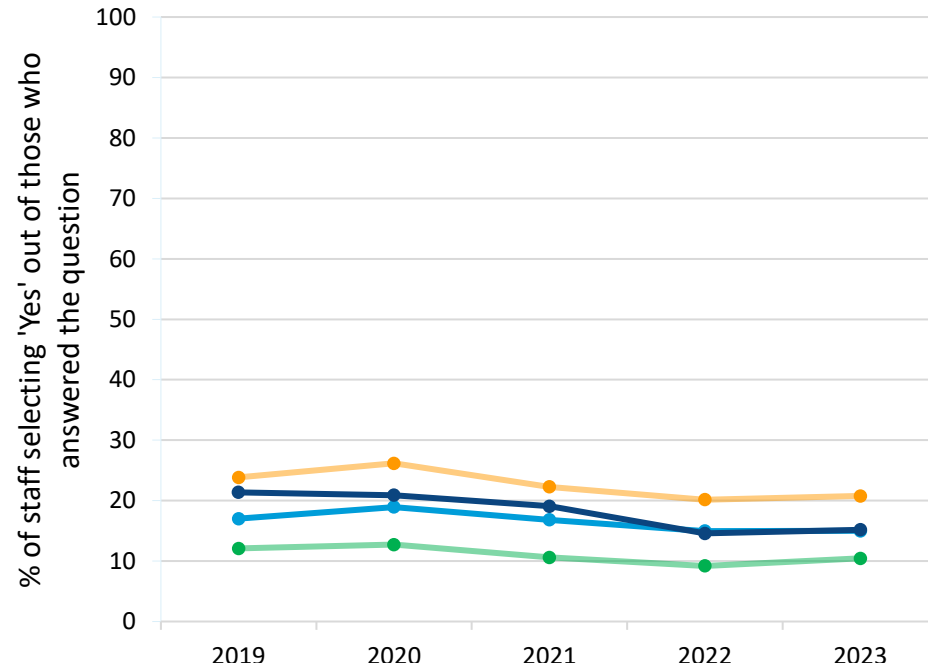
2019 2020 2021 2022 2023

Your org	57.48%	56.41%	59.02%	57.62%	56.70%
Lowest	50.98%	52.76%	55.80%	55.22%	49.26%
Average	60.35%	60.82%	62.37%	61.17%	57.50%
Highest	75.60%	76.29%	75.08%	78.33%	72.60%

Responses 3576 4768 4914 4634 4691

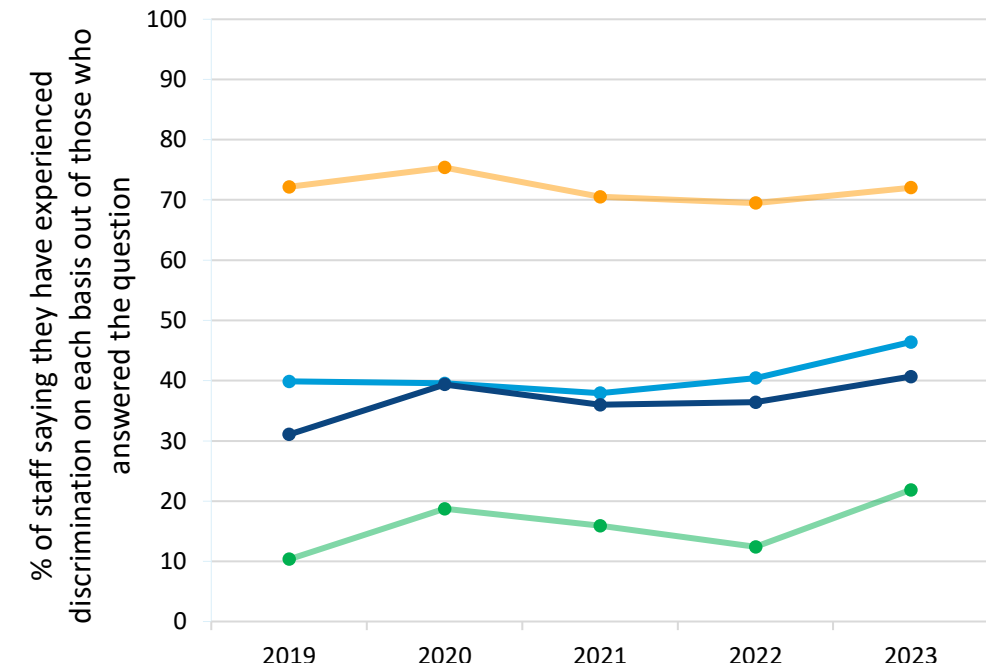


Q11e* Have you felt pressure from your manager to come to work?



	2019	2020	2021	2022	2023
Your org	21.37%	20.91%	19.07%	14.57%	15.19%
Best result	12.08%	12.72%	10.60%	9.20%	10.44%
Average result	17.02%	18.95%	16.83%	14.98%	15.00%
Worst result	23.84%	26.16%	22.27%	20.17%	20.76%
Responses	2186	2307	2670	2572	2509

Q16c.1 On what grounds have you experienced discrimination?
- Ethnic background.

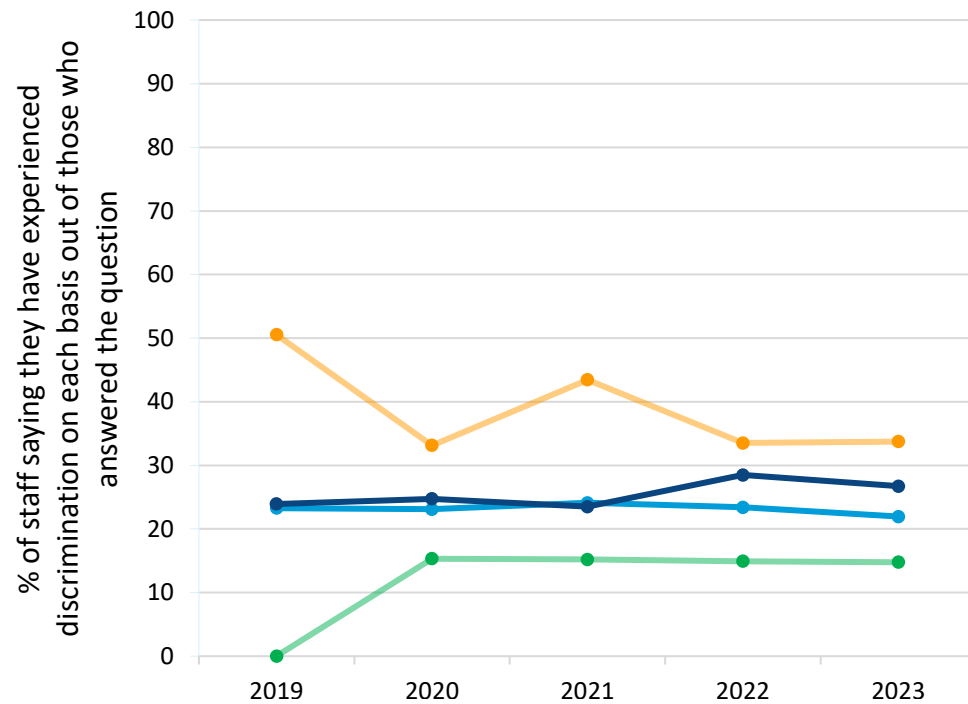


	2019	2020	2021	2022	2023
Your org	31.07%	39.38%	35.99%	36.41%	40.67%
Best result	10.37%	18.72%	15.93%	12.40%	21.86%
Average result	39.88%	39.54%	37.92%	40.42%	46.40%
Worst result	72.17%	75.37%	70.51%	69.48%	72.03%
Responses	469	563	646	529	566

*Q11e is only answered by staff who responded 'Yes' to Q11d.



Q16c.2 On what grounds have you experienced discrimination?
– Gender.

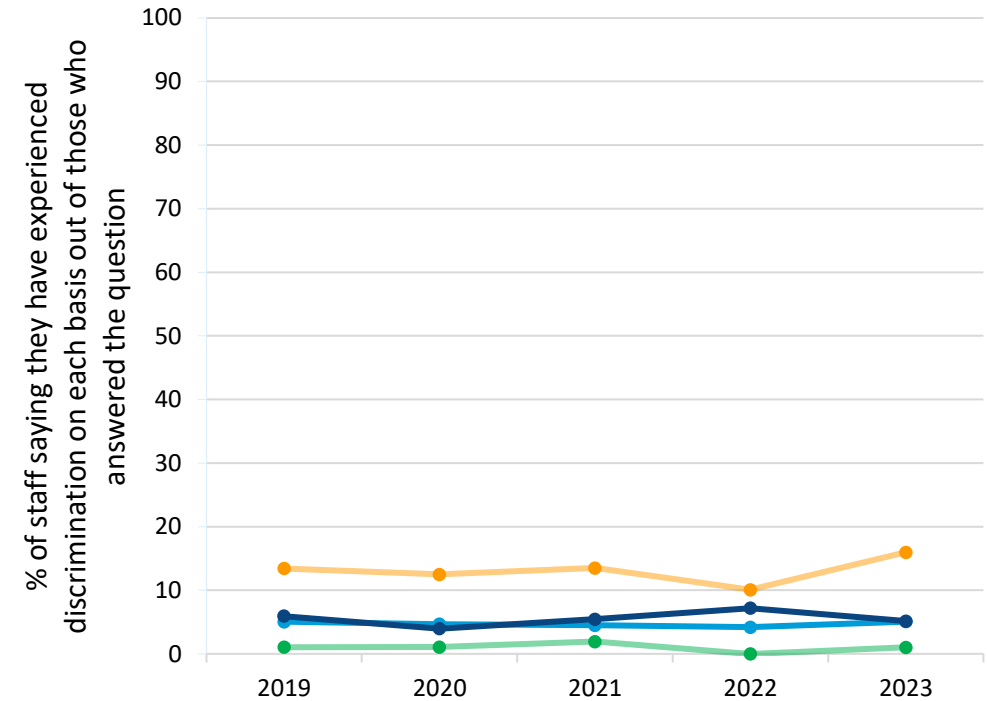


2019 2020 2021 2022 2023

Your org	23.90%	24.73%	23.49%	28.49%	26.72%
Best result	0.00%	15.33%	15.19%	14.92%	14.77%
Average result	23.28%	23.11%	24.11%	23.41%	21.95%
Worst result	50.55%	33.14%	43.44%	33.50%	33.73%

Responses 469 563 646 529 566

Q16c.3 On what grounds have you experienced discrimination?
– Religion.



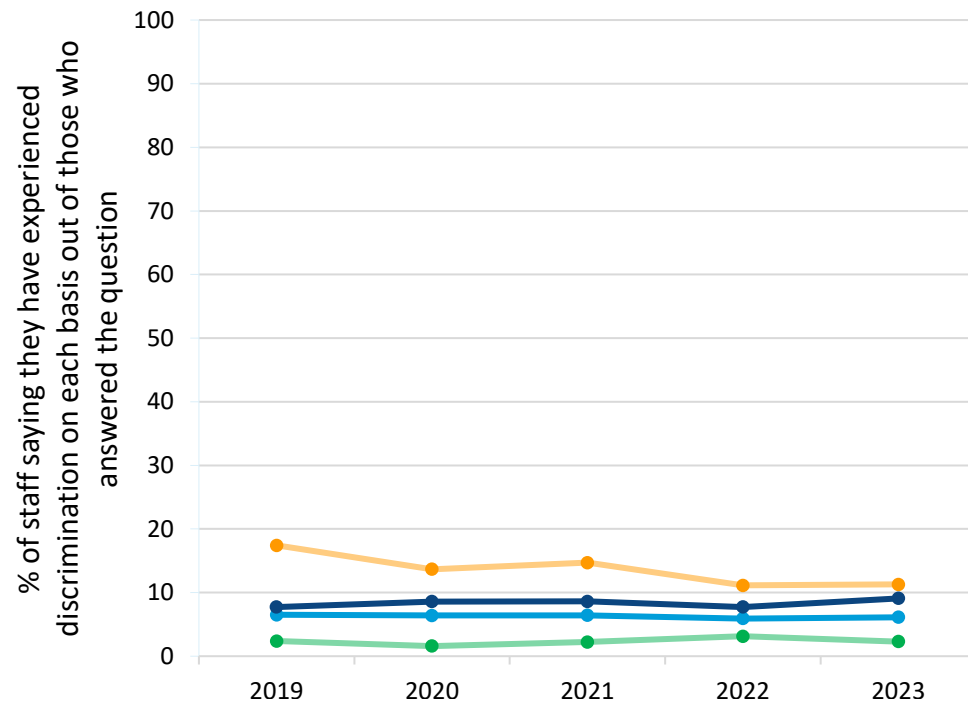
2019 2020 2021 2022 2023

Your org	5.92%	3.99%	5.46%	7.19%	5.16%
Best result	1.05%	1.09%	1.95%	0.00%	1.04%
Average result	5.06%	4.68%	4.49%	4.20%	5.08%
Worst result	13.44%	12.50%	13.50%	10.09%	15.97%

Responses 469 563 646 529 566

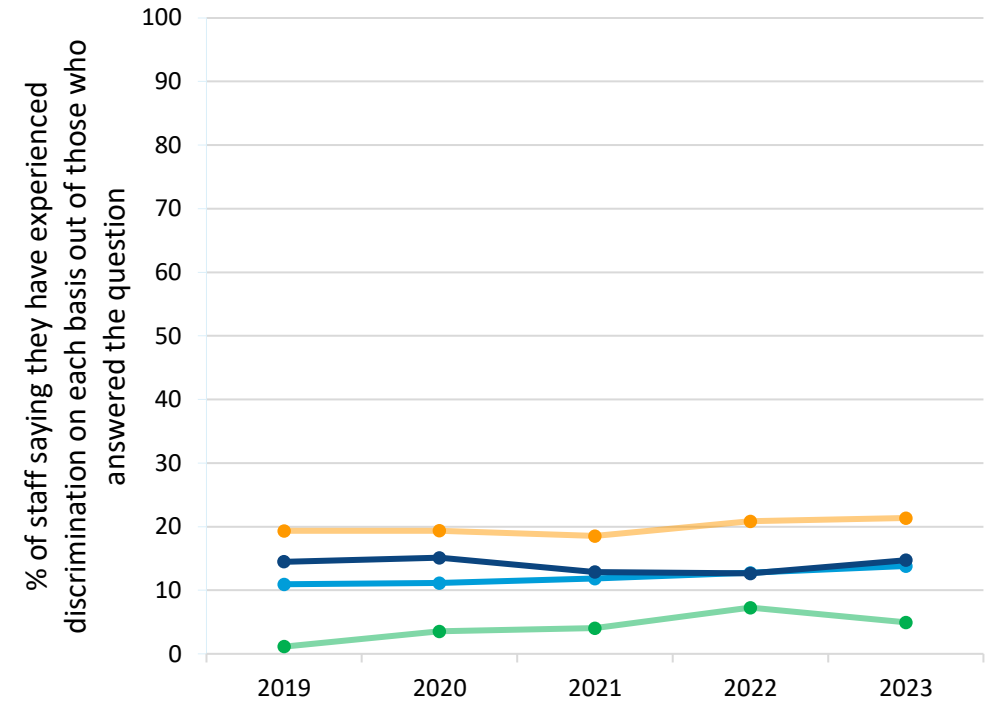


Q16c.4 On what grounds have you experienced discrimination?
– Sexual orientation.



	2019	2020	2021	2022	2023
Your org	7.74%	8.60%	8.62%	7.72%	9.09%
Best result	2.38%	1.59%	2.22%	3.13%	2.31%
Average result	6.49%	6.40%	6.42%	5.92%	6.12%
Worst result	17.42%	13.66%	14.71%	11.13%	11.28%
Responses	469	563	646	529	566

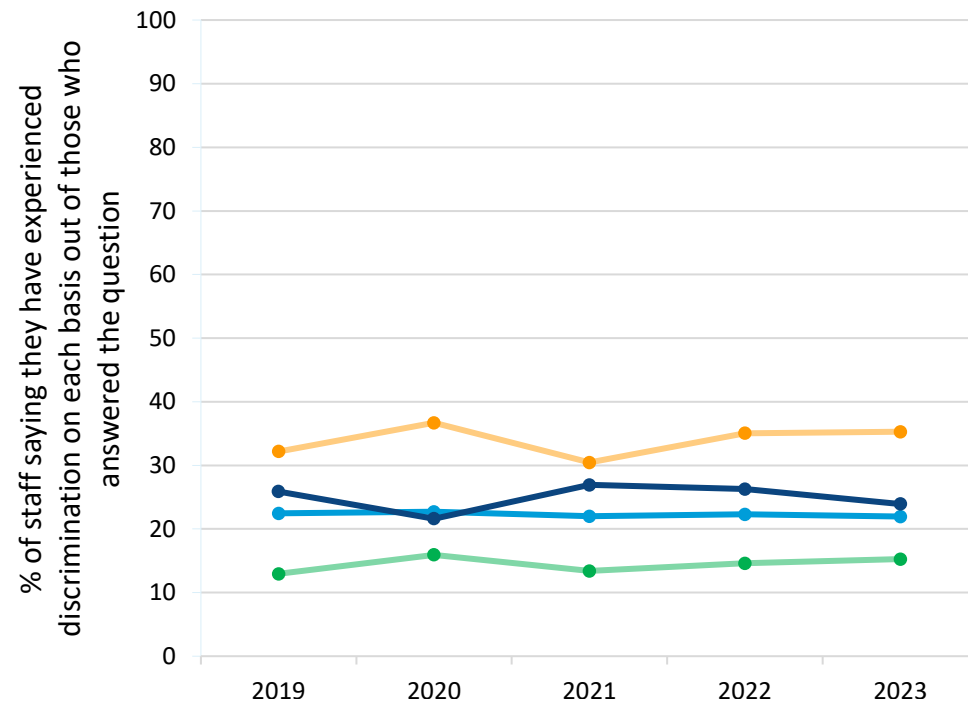
Q16c.5 On what grounds have you experienced discrimination?
– Disability.



	2019	2020	2021	2022	2023
Your org	14.46%	15.11%	12.88%	12.65%	14.75%
Best result	1.15%	3.56%	4.06%	7.28%	4.96%
Average result	10.94%	11.15%	11.85%	12.76%	13.82%
Worst result	19.33%	19.37%	18.54%	20.84%	21.36%
Responses	469	563	646	529	566

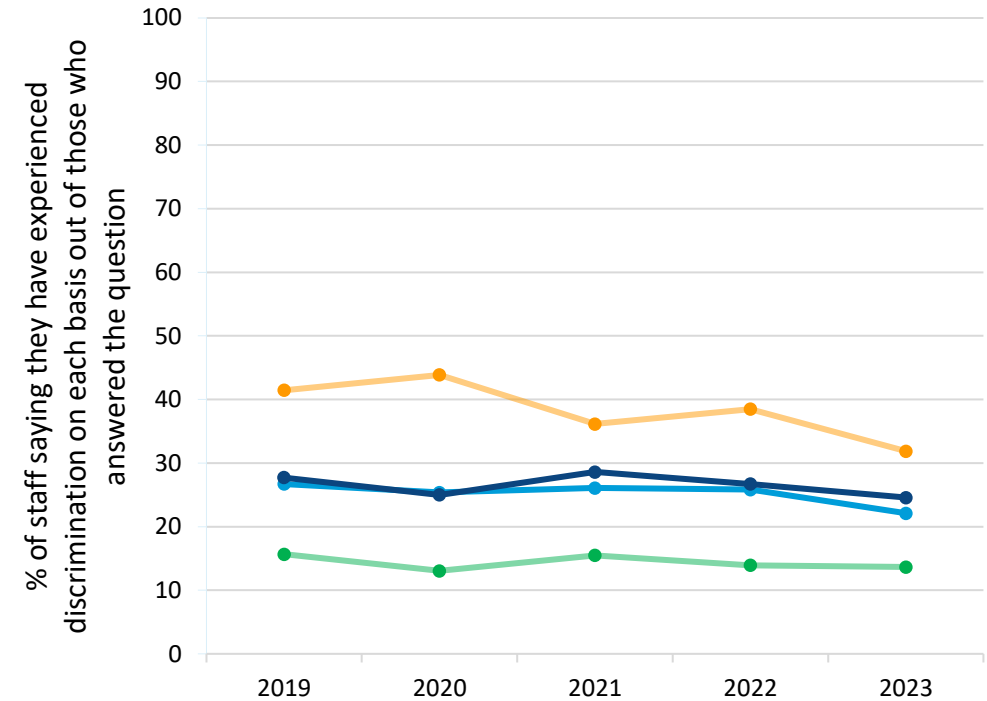


Q16c.6 On what grounds have you experienced discrimination?
– Age.



	2019	2020	2021	2022	2023
Worst result	32.19%	36.68%	30.46%	35.04%	35.29%
Your org	25.86%	21.61%	26.93%	26.28%	23.92%
Average result	22.43%	22.70%	21.98%	22.31%	21.94%
Best result	12.93%	15.93%	13.39%	14.60%	15.24%
Responses	469	563	646	529	566

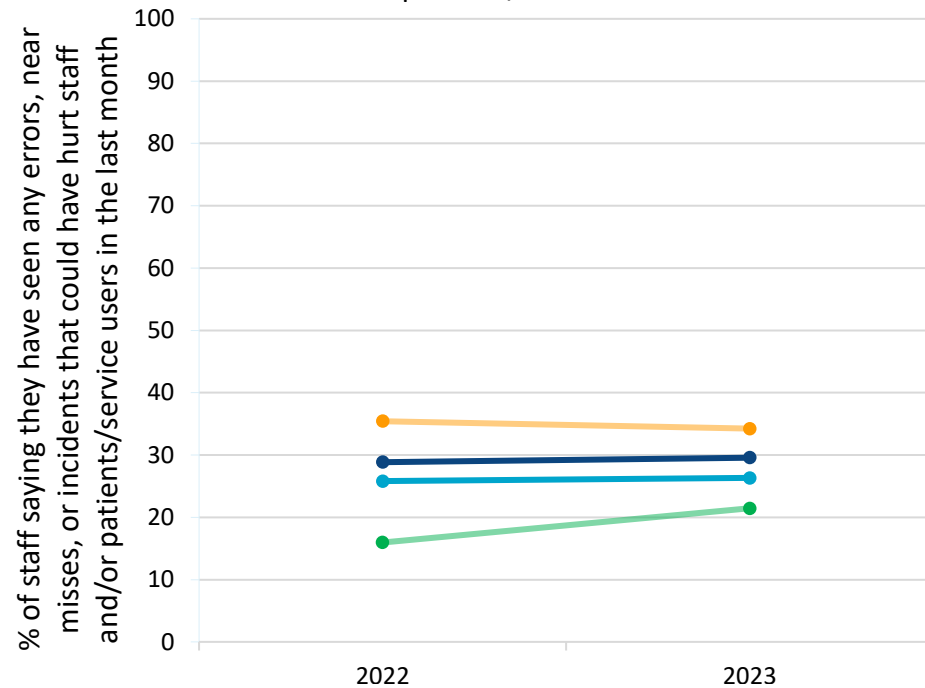
Q16c.7 On what grounds have you experienced discrimination?
– Other.



	2019	2020	2021	2022	2023
Worst result	41.46%	43.86%	36.14%	38.50%	31.88%
Your org	27.69%	25.00%	28.59%	26.72%	24.57%
Average result	26.72%	25.39%	26.09%	25.83%	22.12%
Best result	15.68%	13.07%	15.50%	13.95%	13.65%
Responses	469	563	646	529	566

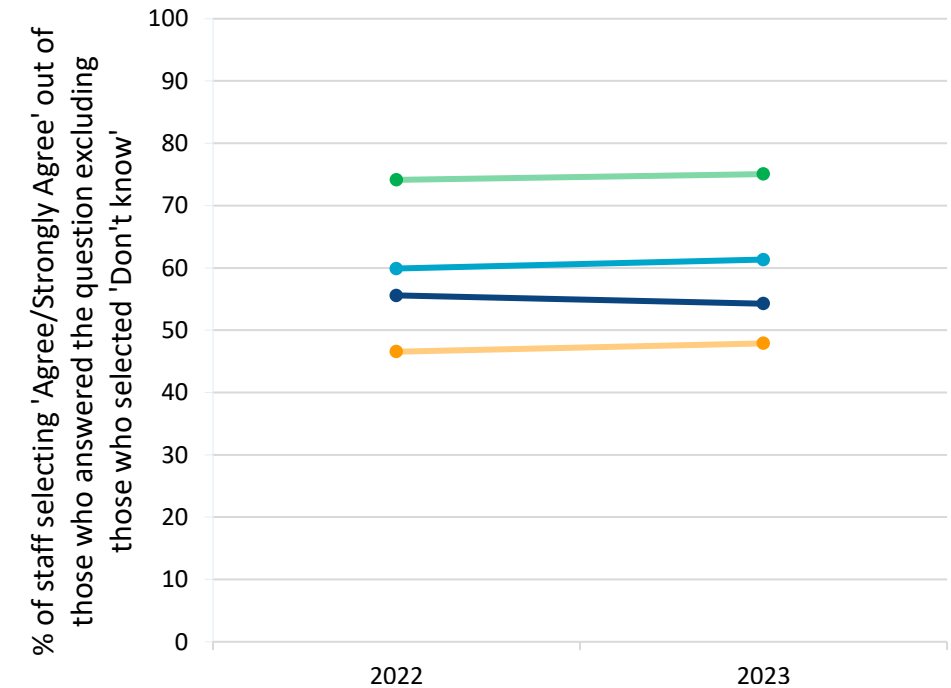


Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023
Your org	28.85%	29.58%
Best result	15.97%	21.45%
Average result	25.81%	26.33%
Worst result	35.43%	34.22%
Responses	4619	4657

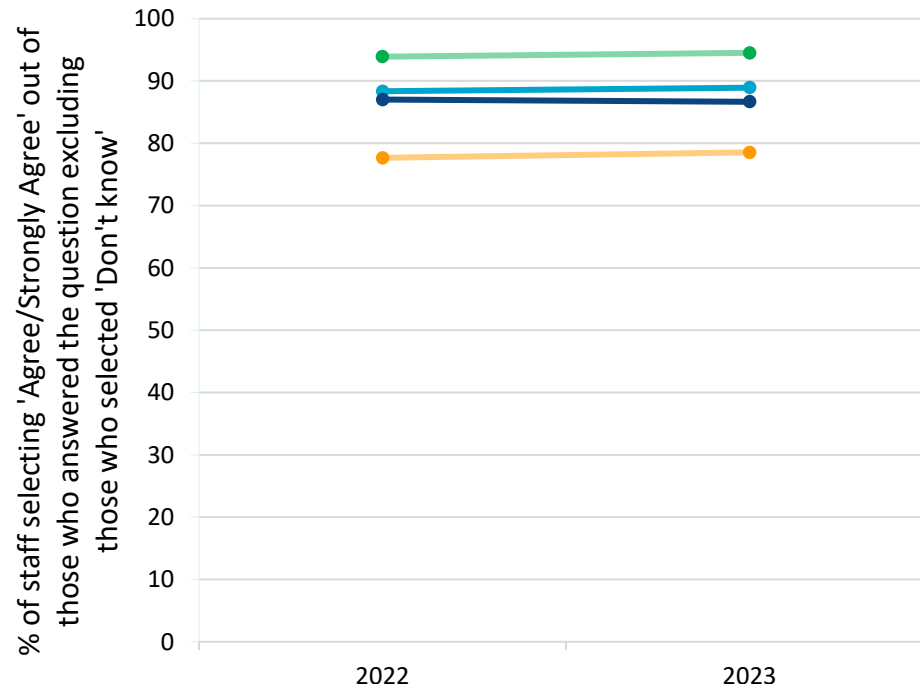
Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.



	2022	2023
Your org	55.58%	54.27%
Best result	74.13%	75.07%
Average result	59.88%	61.32%
Worst result	46.57%	47.90%
Responses	3518	3500

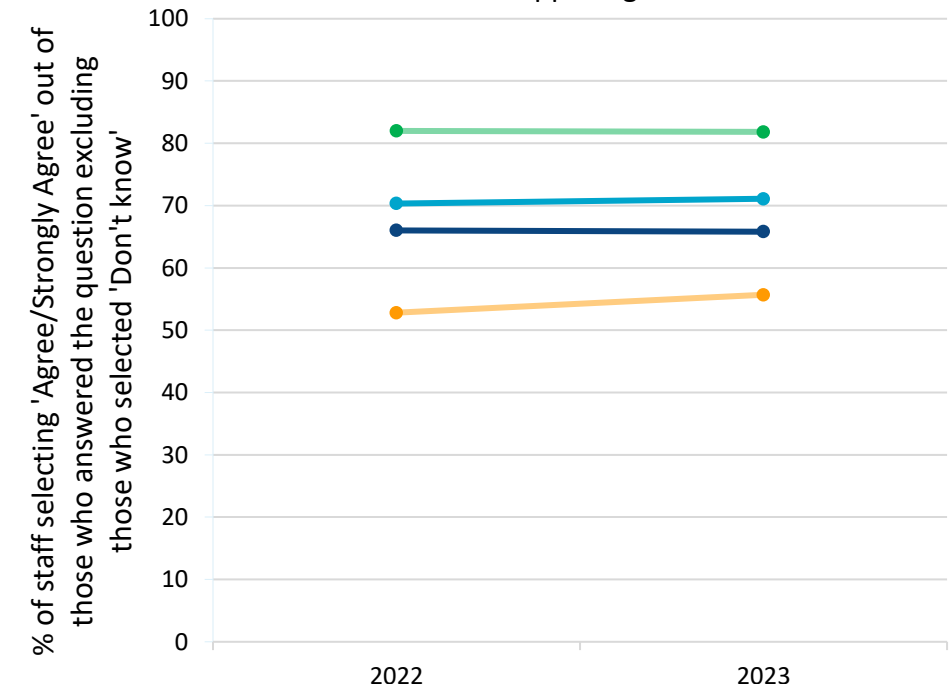


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023
Your org	86.99%	86.67%
Best result	93.88%	94.49%
Average result	88.33%	88.93%
Worst result	77.65%	78.53%
Responses	4505	4545

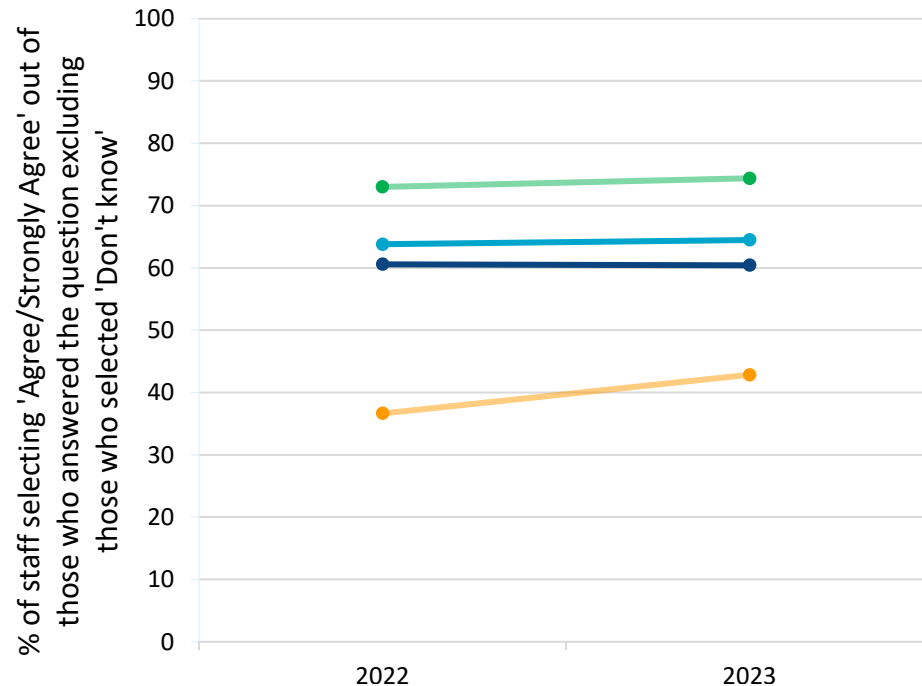
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023
Your org	66.03%	65.82%
Best result	81.97%	81.82%
Average result	70.33%	71.08%
Worst result	52.79%	55.67%
Responses	4027	4068

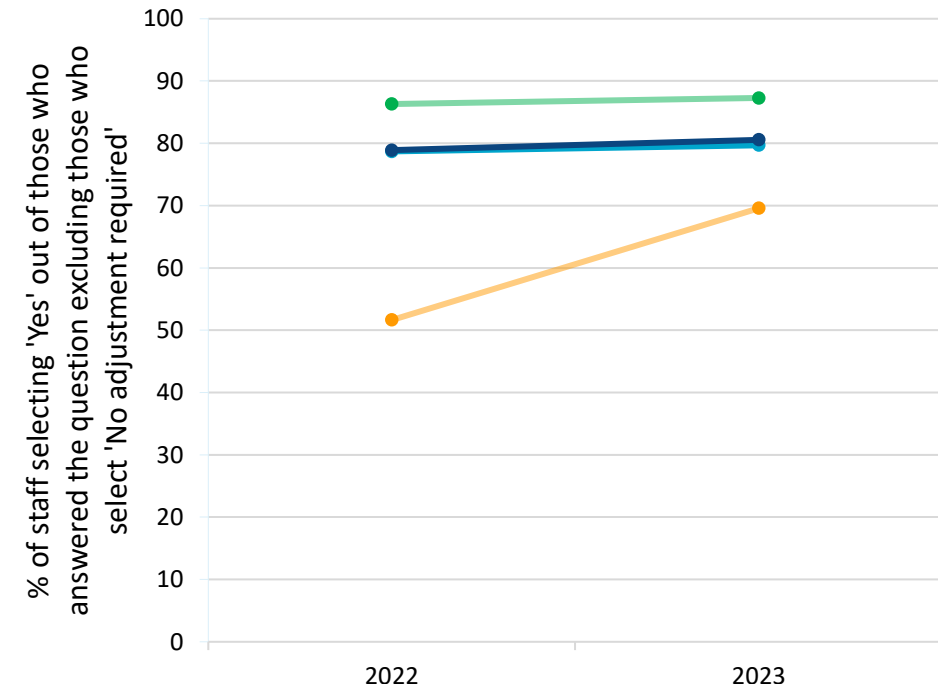


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023
Your org	60.58%	60.43%
Best result	72.97%	74.36%
Average result	63.80%	64.49%
Worst result	36.65%	42.84%
Responses	4093	4152

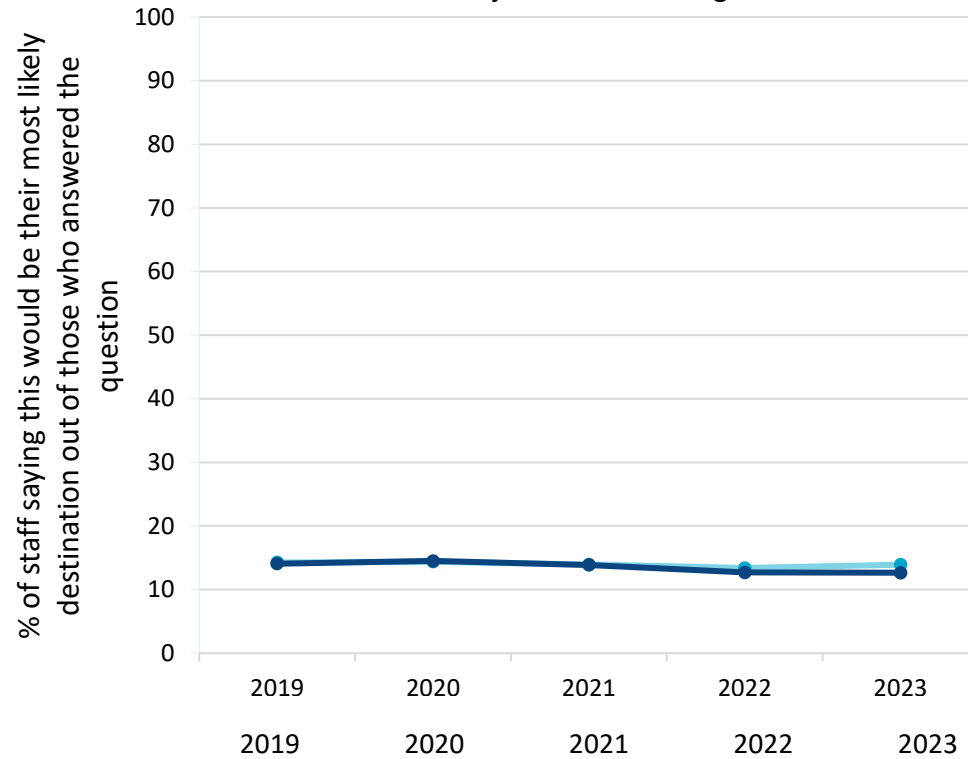
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023
Your org	78.89%	80.56%
Best result	86.30%	87.25%
Average result	78.68%	79.67%
Worst result	51.65%	69.57%
Responses	893	1008

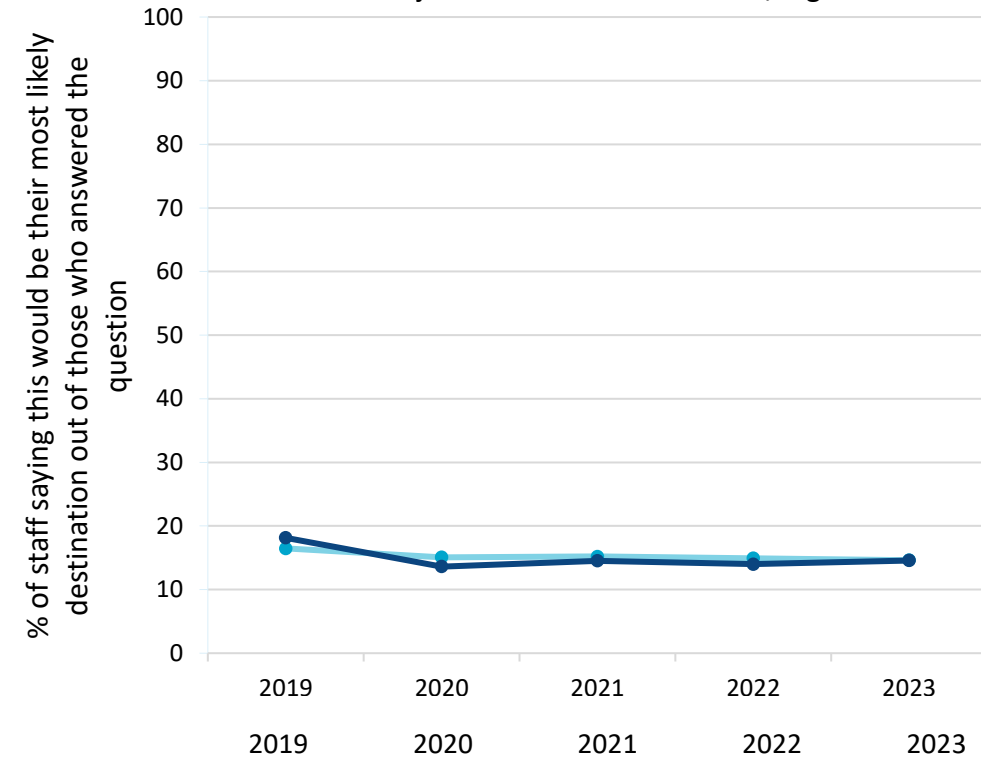


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



	2019	2020	2021	2022	2023
Your org	14.08%	14.50%	13.87%	12.70%	12.63%
Average	14.26%	14.36%	13.95%	13.38%	13.92%
Responses	3274	4656	4586	4332	4489

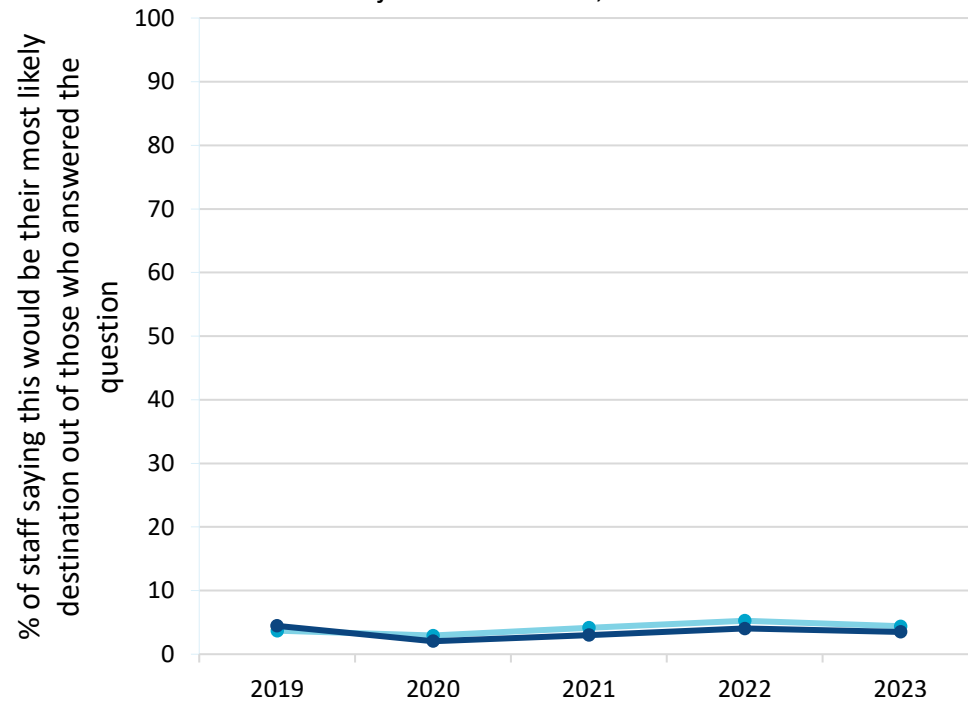
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



	2019	2020	2021	2022	2023
Your org	18.11%	13.62%	14.52%	13.99%	14.57%
Average	16.47%	15.08%	15.20%	14.94%	14.63%
Responses	3274	4656	4586	4332	4489



Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.

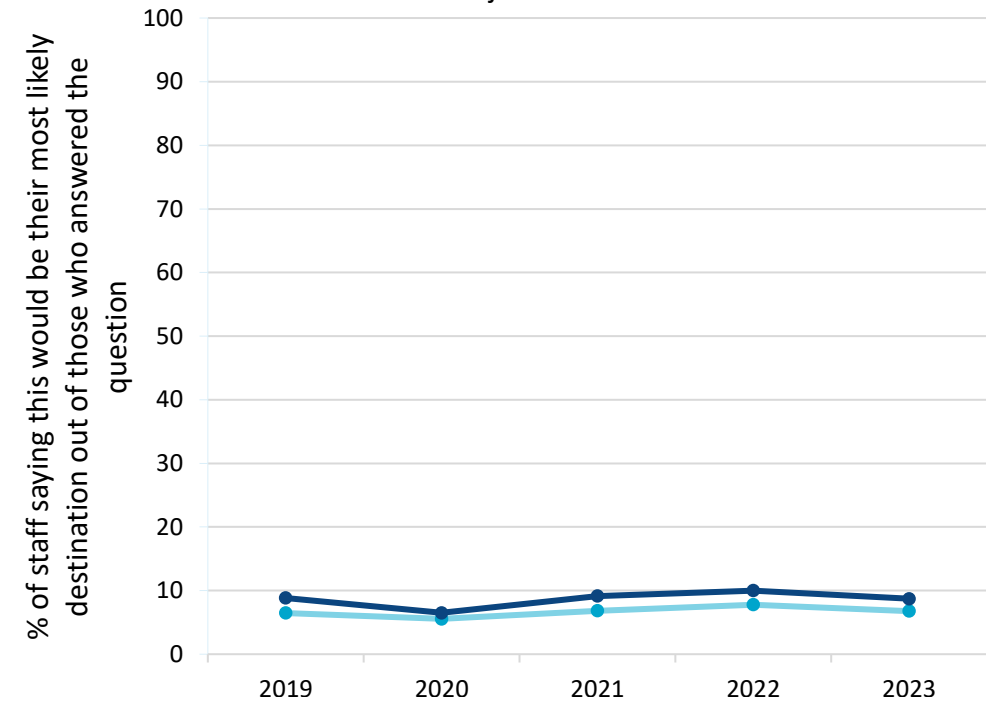


2019 2020 2021 2022 2023

Your org	4.46%	2.04%	3.01%	4.04%	3.50%
Average	3.68%	2.93%	4.17%	5.26%	4.39%

Responses 3274 4656 4586 4332 4489

Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



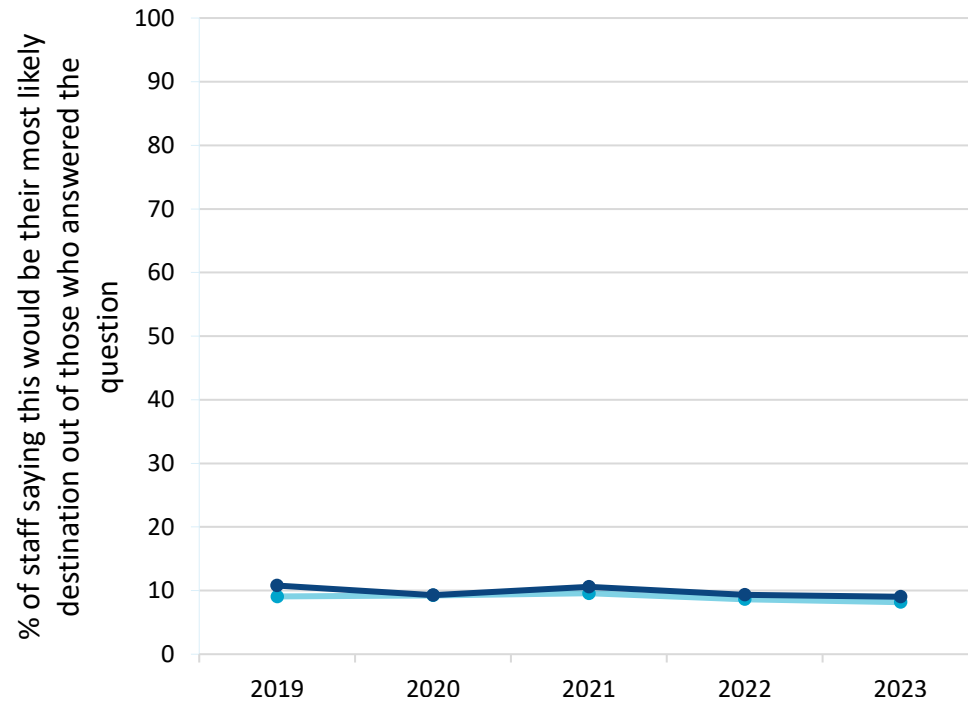
2019 2020 2021 2022 2023

Your org	8.83%	6.49%	9.14%	10.00%	8.71%
Average	6.47%	5.53%	6.83%	7.77%	6.78%

Responses 3274 4656 4586 4332 4489

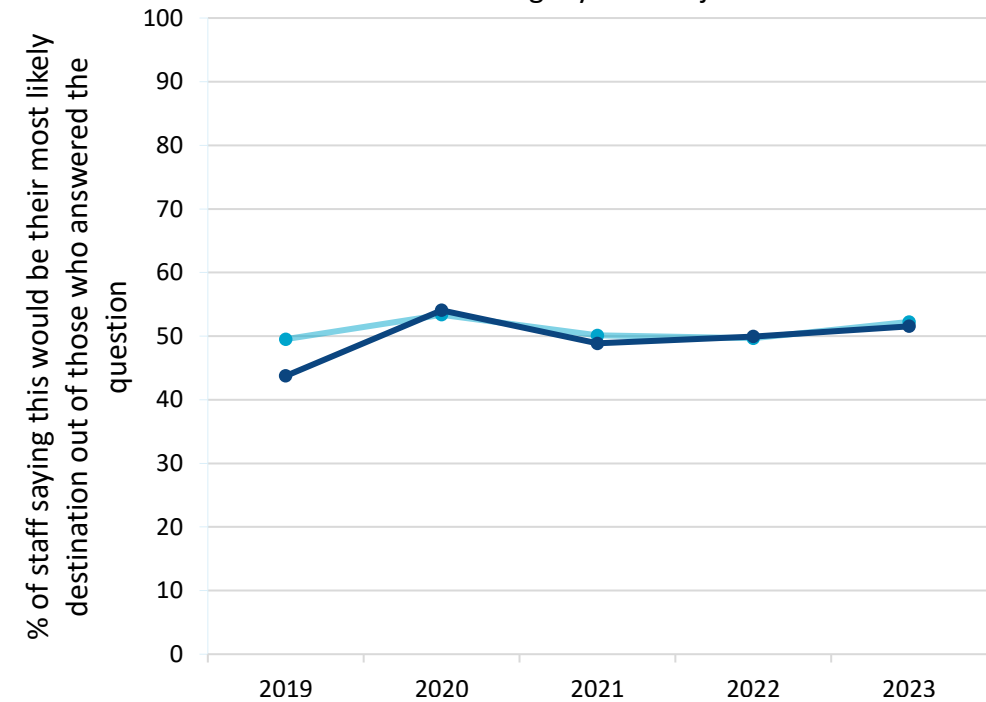


Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



	2019	2020	2021	2022	2023
2019	2019	2020	2021	2022	2023
Your org	10.78%	9.30%	10.60%	9.35%	9.04%
Average	9.06%	9.24%	9.57%	8.64%	8.18%
Responses	3274	4656	4586	4332	4489

Q26d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.



	2019	2020	2021	2022	2023
2019	2019	2020	2021	2022	2023
Your org	43.74%	54.06%	48.87%	49.93%	51.55%
Average	49.50%	53.36%	50.12%	49.65%	52.22%
Responses	3274	4656	4586	4332	4489

Workforce Equality Standards

Note where there are fewer than 10 responses for a question, results are suppressed to protect staff confidentiality and reliability of data.

Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2019-2023 organisation and benchmarking group median results for q13a, q13b&c combined, q15, and q16b split by ethnicity (by white staff / staff from all other ethnic groups combined).

Workforce Disability Equality Standards (WDES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2019-2023 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. It also shows results for q31b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without a long lasting health condition or illness and the overall engagement score for the organisation.

In 2022, the text for q31b was updated and the word 'adequate' was updated to 'reasonable'.

The WDES breakdowns are based on the responses to q31a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

This section contains data required for the staff survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). Data presented in this section are unweighted.

Workforce Race Equality Standards (WRES)

Indicator	Qu No	Workforce Race Equality Standard
For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined		
5	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6	Q14b & Q14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion
8	Q16b	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues

Workforce Disability Equality Standards (WDES)

Indicator	Qu No	Workforce Disability Equality Standard
For each of the following indicators, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness		
4a	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public
4b	Q14b	Percentage of staff experiencing harassment, bullying or abuse from managers
4c	Q14c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues
4d	Q14d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
5	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion
6	Q11e	Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
7	Q4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work
8	Q31b	Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work
9a	theme_engagement	The staff engagement score for staff with LTC or illness vs staff without a LTC or illness

*Staff with a long term condition

Workforce Race Equality Standards (WRES)

Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

Data shown in the WRES charts are unweighted.

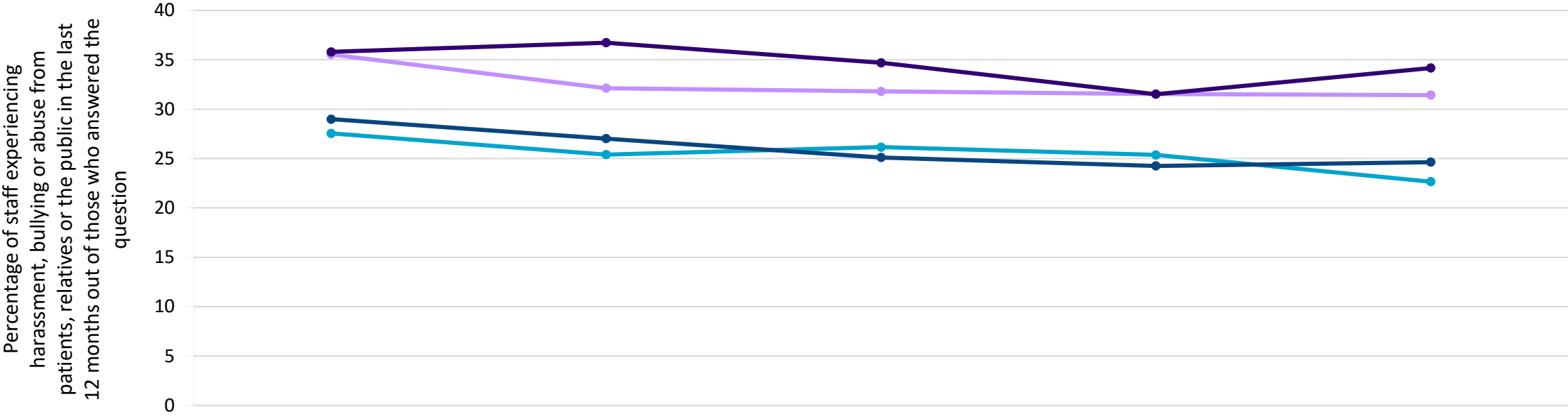
Averages are calculated as the median for the benchmark group.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



Workforce Race Equality Standard (WRES)

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months

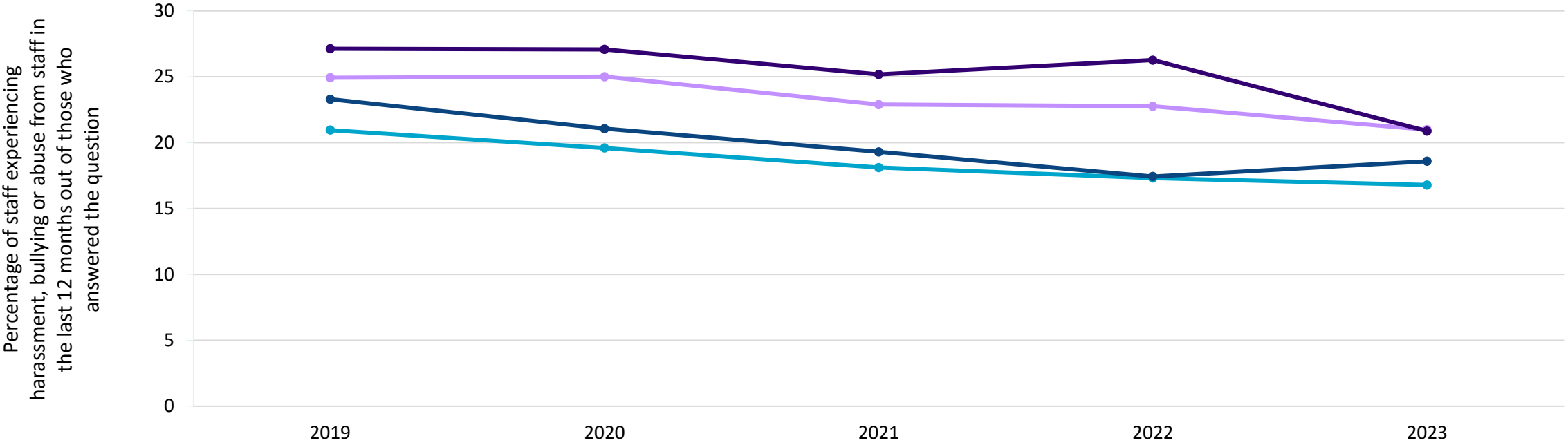


	2019	2020	2021	2022	2023
White staff: Your org	28.98%	27.02%	25.11%	24.25%	24.63%
All other ethnic groups*: Your org	35.81%	36.74%	34.70%	31.52%	34.17%
White staff: Average	27.55%	25.40%	26.16%	25.37%	22.66%
All other ethnic groups*: Average	35.54%	32.12%	31.79%	31.54%	31.43%
White staff: Responses	3319	4034	4178	4160	4104
All other ethnic groups*: Responses	310	411	464	441	559

*Staff from all other ethnic groups combined



Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months



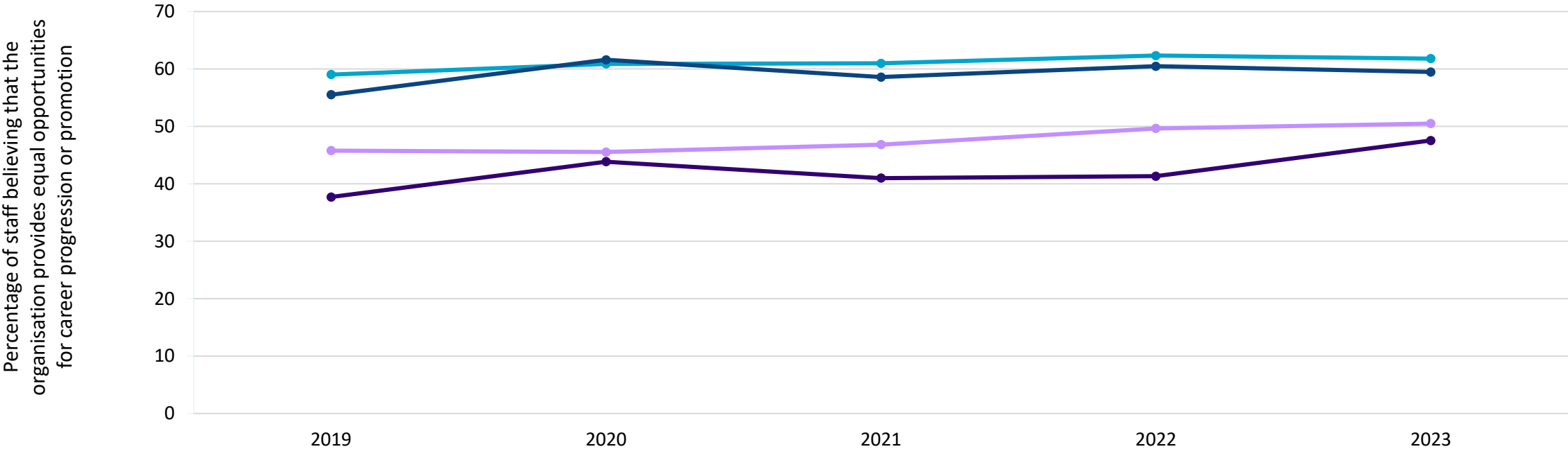
	2019	2020	2021	2022	2023
White staff: Your org	23.29%	21.06%	19.30%	17.43%	18.58%
All other ethnic groups*: Your org	27.12%	27.07%	25.16%	26.26%	20.87%
White staff: Average	20.95%	19.59%	18.10%	17.31%	16.78%
All other ethnic groups*: Average	24.92%	25.00%	22.88%	22.75%	20.98%
White staff: Responses	3315	4032	4172	4160	4096
All other ethnic groups*: Responses	306	410	461	438	551

*Staff from all other ethnic groups combined



Workforce Race Equality Standard (WRES)

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.

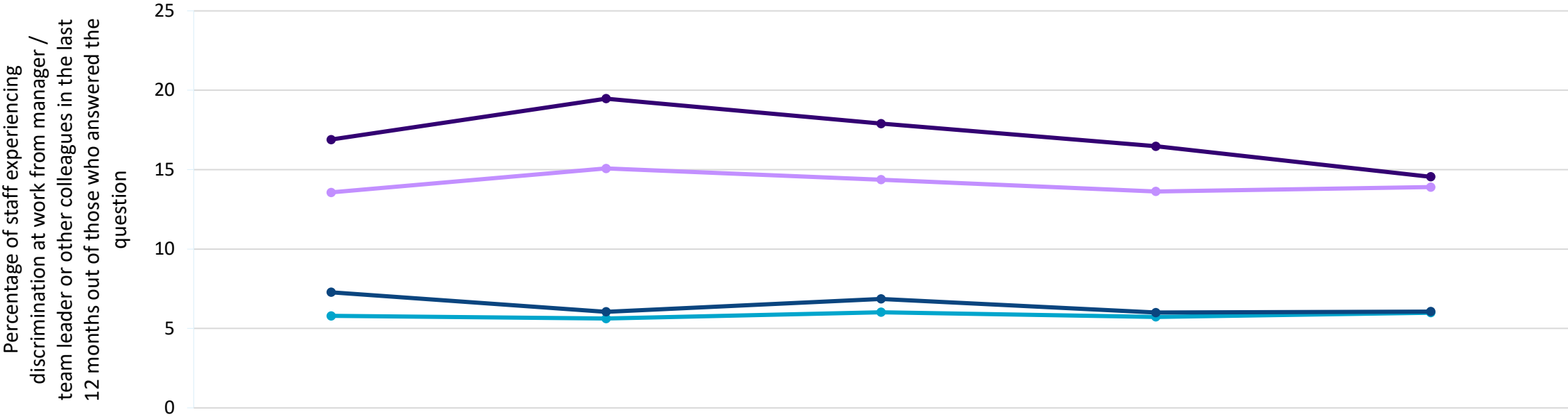


	2019	2020	2021	2022	2023
White staff: Your org	55.52%	61.61%	58.59%	60.49%	59.47%
All other ethnic groups*: Your org	37.70%	43.86%	40.99%	41.32%	47.55%
White staff: Average	59.04%	60.90%	60.98%	62.33%	61.82%
All other ethnic groups*: Average	45.80%	45.54%	46.84%	49.65%	50.50%
White staff: Responses	3323	4139	4277	4133	4074
All other ethnic groups*: Responses	313	415	483	438	551

*Staff from all other ethnic groups combined



Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months.



	2019	2020	2021	2022	2023
White staff: Your org	7.28%	6.05%	6.86%	6.00%	6.06%
All other ethnic groups*: Your org	16.89%	19.47%	17.89%	16.47%	14.55%
White staff: Average	5.79%	5.63%	6.02%	5.73%	5.99%
All other ethnic groups*: Average	13.56%	15.07%	14.37%	13.63%	13.90%
White staff: Responses	3297	4164	4299	4165	4057
All other ethnic groups*: Responses	302	416	475	431	550

*Staff from all other ethnic groups combined

Workforce Disability Equality Standards (WDES)

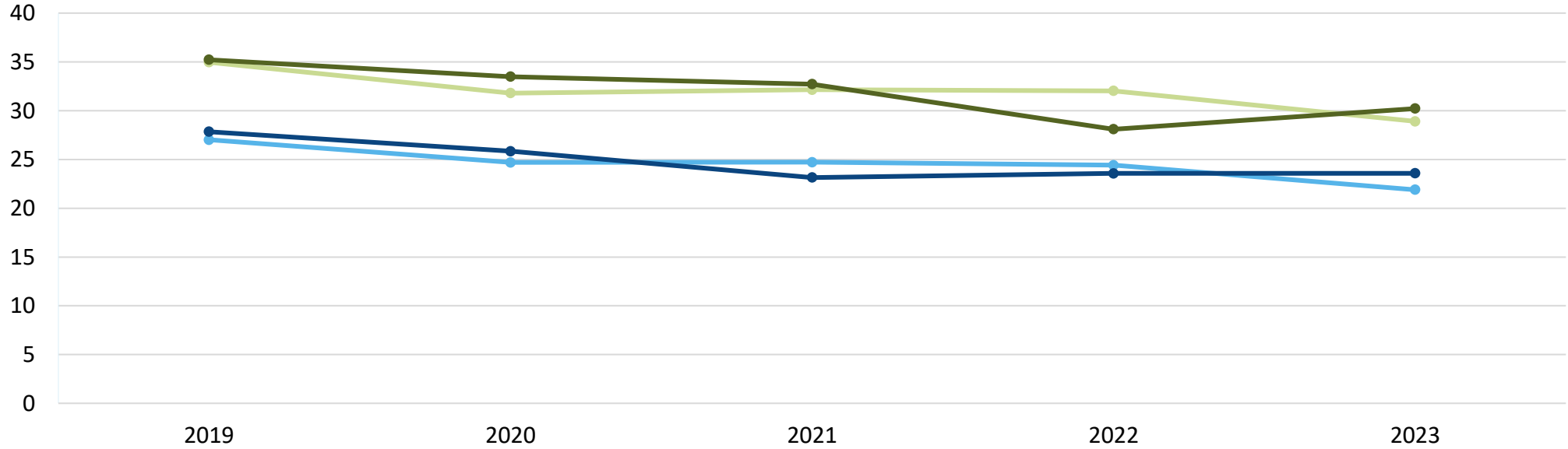
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.
Data shown in the WDES charts are unweighted.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.

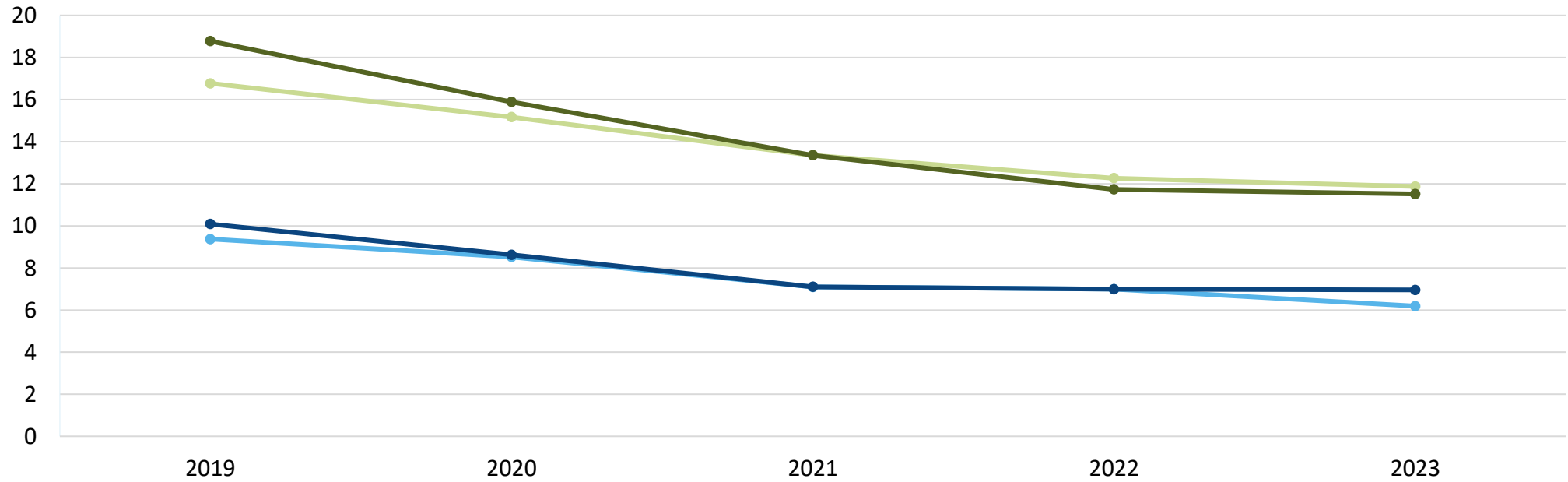


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	35.23%	33.50%	32.72%	28.11%	30.23%
Staff without a LTC or illness: Your org	27.85%	25.84%	23.15%	23.58%	23.58%
Staff with a LTC or illness: Average	34.98%	31.81%	32.16%	32.04%	28.92%
Staff without a LTC or illness: Average	27.03%	24.69%	24.73%	24.42%	21.91%
Staff with a LTC or illness: Responses	951	1212	1424	1384	1548
Staff without a LTC or illness: Responses	2686	3293	3244	3223	3074



Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.

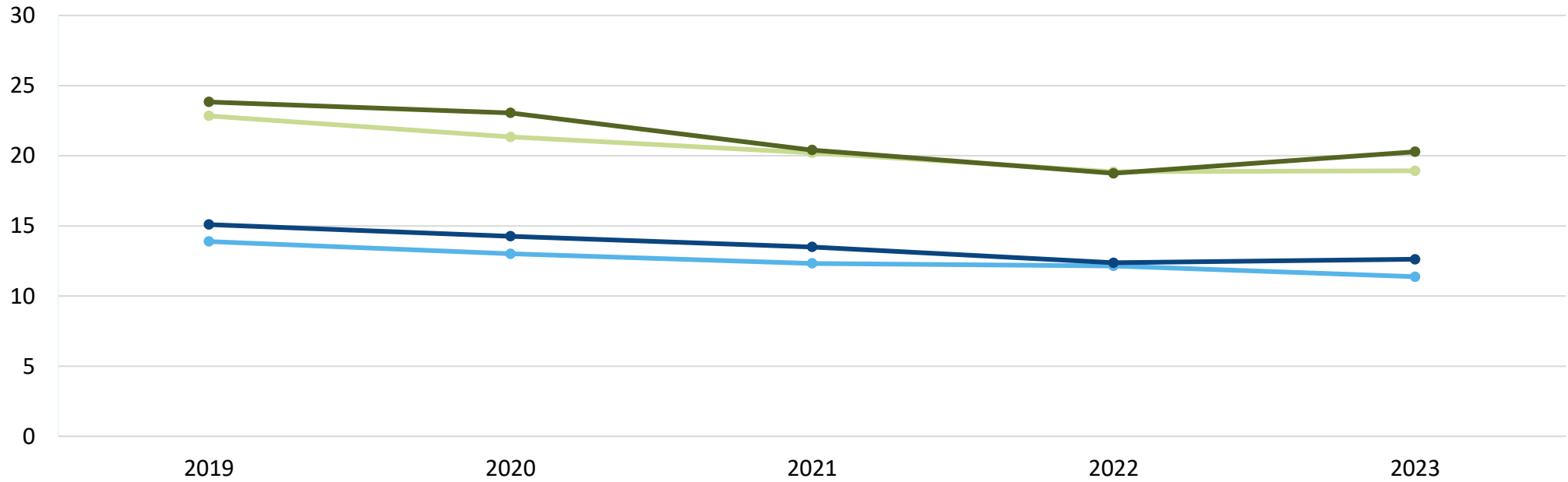


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	18.78%	15.89%	13.36%	11.73%	11.52%
Staff without a LTC or illness: Your org	10.09%	8.63%	7.11%	6.99%	6.96%
Staff with a LTC or illness: Average	16.78%	15.17%	13.36%	12.27%	11.87%
Staff without a LTC or illness: Average	9.38%	8.52%	7.10%	6.99%	6.19%
Staff with a LTC or illness: Responses	937	1208	1415	1372	1528
Staff without a LTC or illness: Responses	2667	3281	3222	3204	3047



Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.

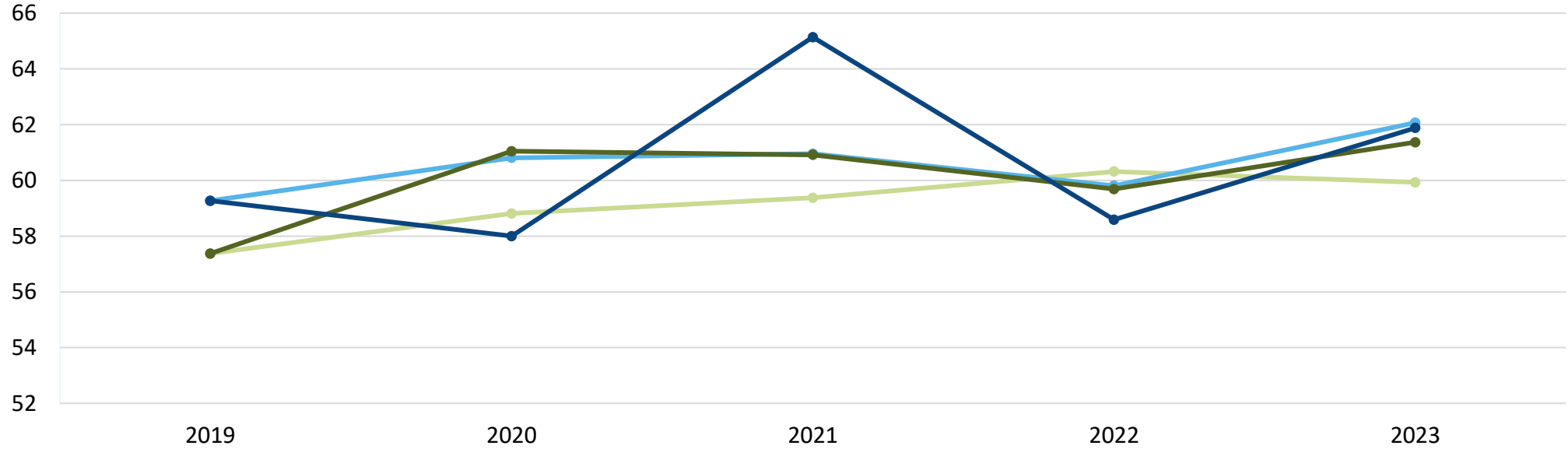


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	23.84%	23.06%	20.41%	18.75%	20.29%
Staff without a LTC or illness: Your org	15.10%	14.26%	13.50%	12.37%	12.62%
Staff with a LTC or illness: Average	22.85%	21.34%	20.21%	18.86%	18.93%
Staff without a LTC or illness: Average	13.89%	13.01%	12.33%	12.15%	11.38%
Staff with a LTC or illness: Responses	927	1210	1406	1376	1523
Staff without a LTC or illness: Responses	2629	3282	3214	3185	3028



Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it out of those who answered the question

Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.

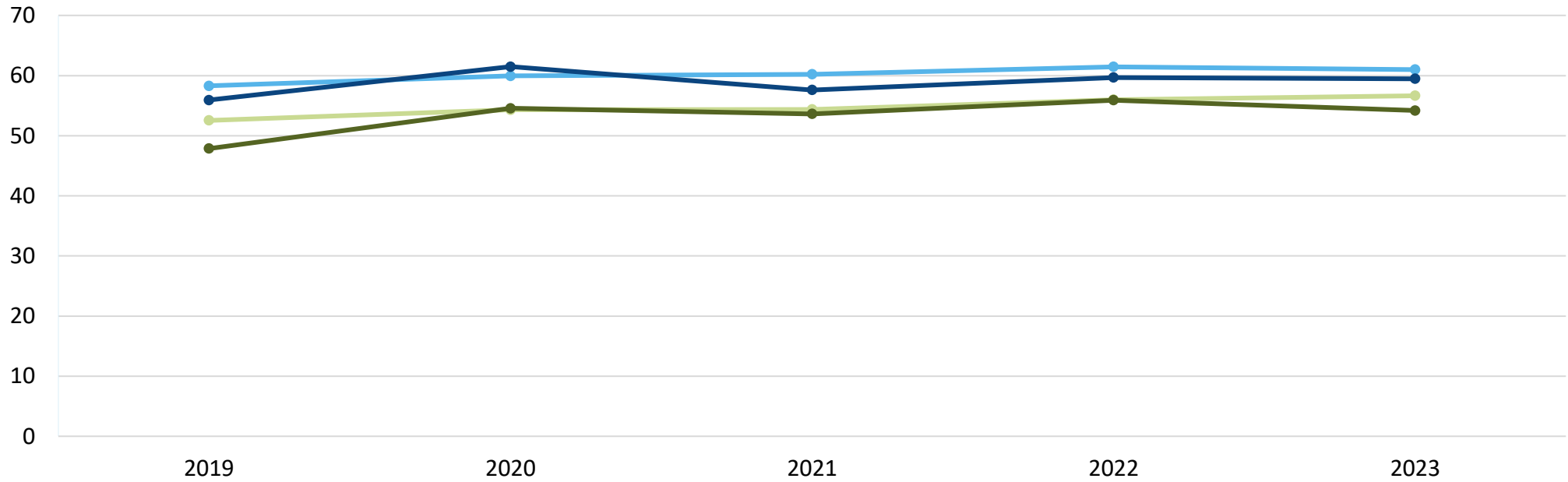


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	57.37%	61.05%	60.92%	59.69%	61.37%
Staff without a LTC or illness: Your org	59.27%	58.00%	65.14%	58.59%	61.88%
Staff with a LTC or illness: Average	57.37%	58.81%	59.38%	60.32%	59.93%
Staff without a LTC or illness: Average	59.27%	60.81%	60.96%	59.81%	62.07%
Staff with a LTC or illness: Responses	434	534	609	511	585
Staff without a LTC or illness: Responses	901	1031	938	908	871



Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion out of those who answered the question

Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.

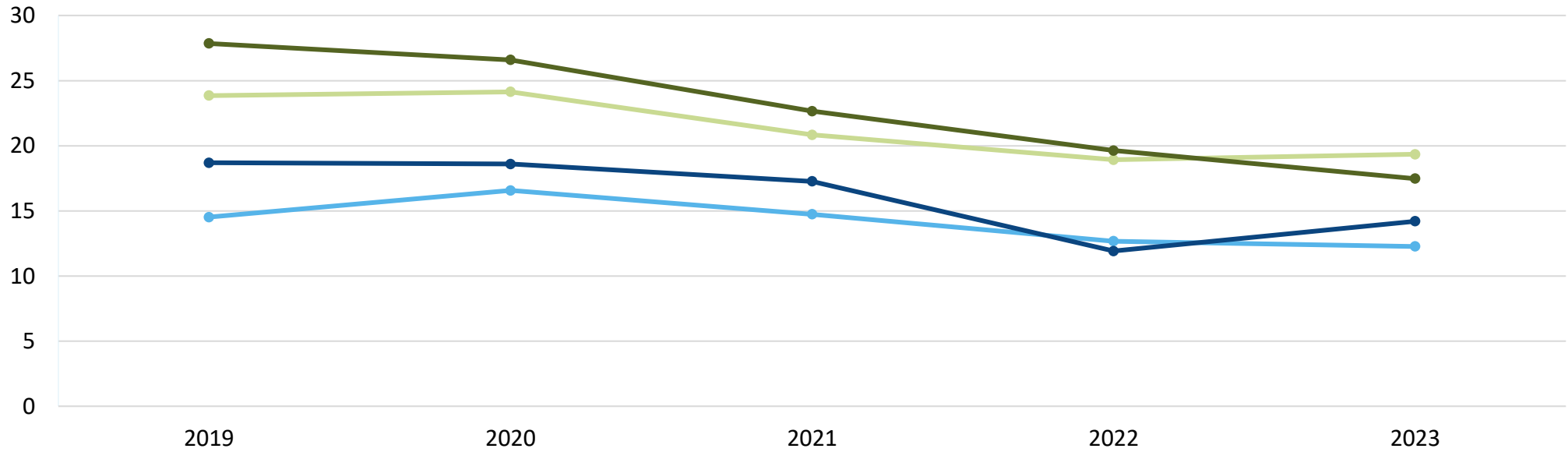


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	47.87%	54.57%	53.64%	55.91%	54.20%
Staff without a LTC or illness: Your org	55.93%	61.49%	57.60%	59.69%	59.47%
Staff with a LTC or illness: Average	52.55%	54.31%	54.38%	55.99%	56.66%
Staff without a LTC or illness: Average	58.30%	59.96%	60.23%	61.48%	61.00%
Staff with a LTC or illness: Responses	961	1235	1456	1379	1537
Staff without a LTC or illness: Responses	2682	3381	3328	3198	3047



Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties out of those who answered the question

Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.

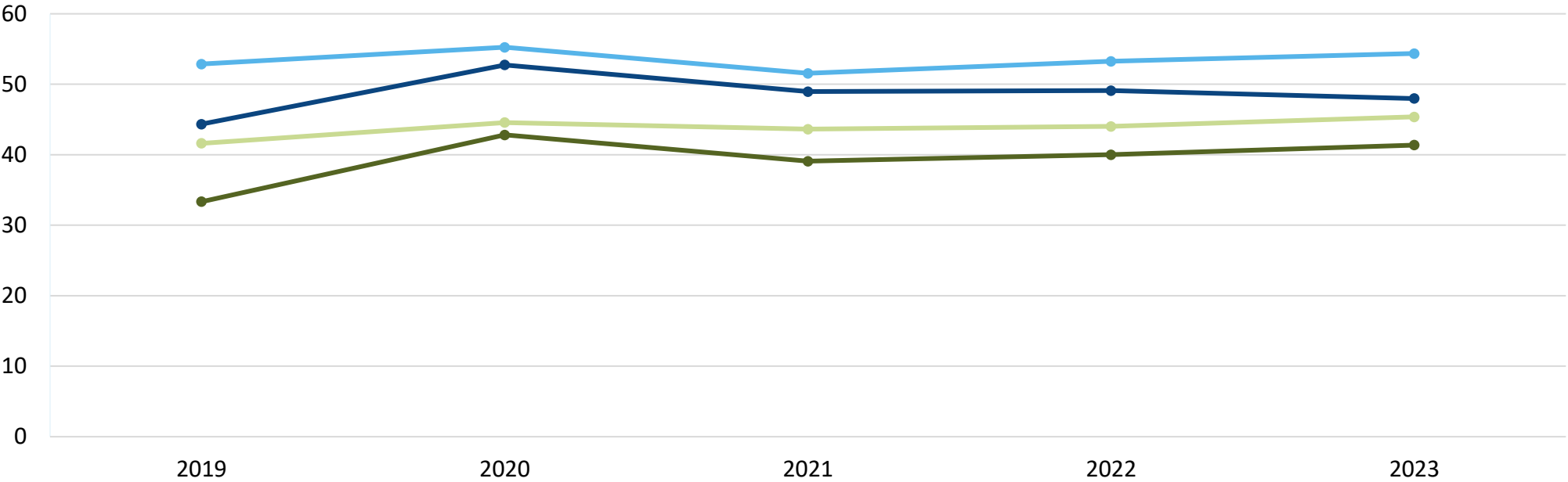


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	27.86%	26.60%	22.66%	19.64%	17.48%
Staff without a LTC or illness: Your org	18.69%	18.60%	17.27%	11.92%	14.21%
Staff with a LTC or illness: Average	23.86%	24.14%	20.85%	18.93%	19.35%
Staff without a LTC or illness: Average	14.52%	16.57%	14.74%	12.67%	12.27%
Staff with a LTC or illness: Responses	700	797	1015	942	1024
Staff without a LTC or illness: Responses	1439	1446	1592	1602	1443



Percentage of staff satisfied with the extent to which
their organisation values their work out of those who
answered the question

Percentage of staff satisfied with the extent to which their organisation values their work.

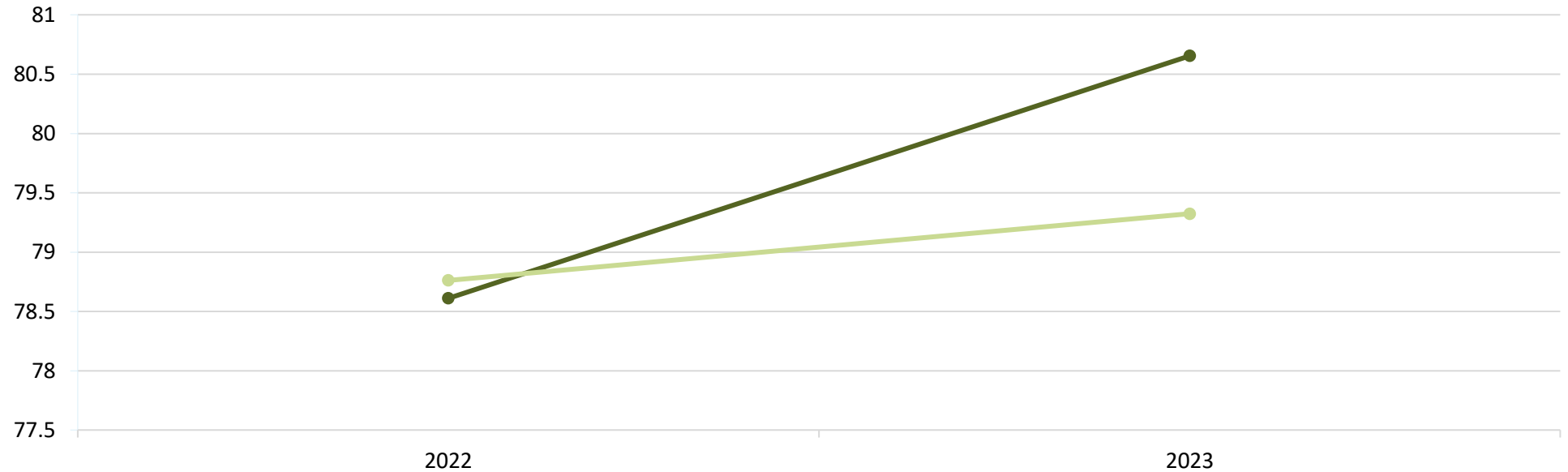


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	33.33%	42.80%	39.07%	40.00%	41.37%
Staff without a LTC or illness: Your org	44.33%	52.73%	48.96%	49.09%	47.97%
Staff with a LTC or illness: Average	41.62%	44.56%	43.63%	44.02%	45.36%
Staff without a LTC or illness: Average	52.87%	55.25%	51.54%	53.25%	54.35%
Staff with a LTC or illness: Responses	954	1243	1469	1390	1552
Staff without a LTC or illness: Responses	2680	3404	3360	3239	3083

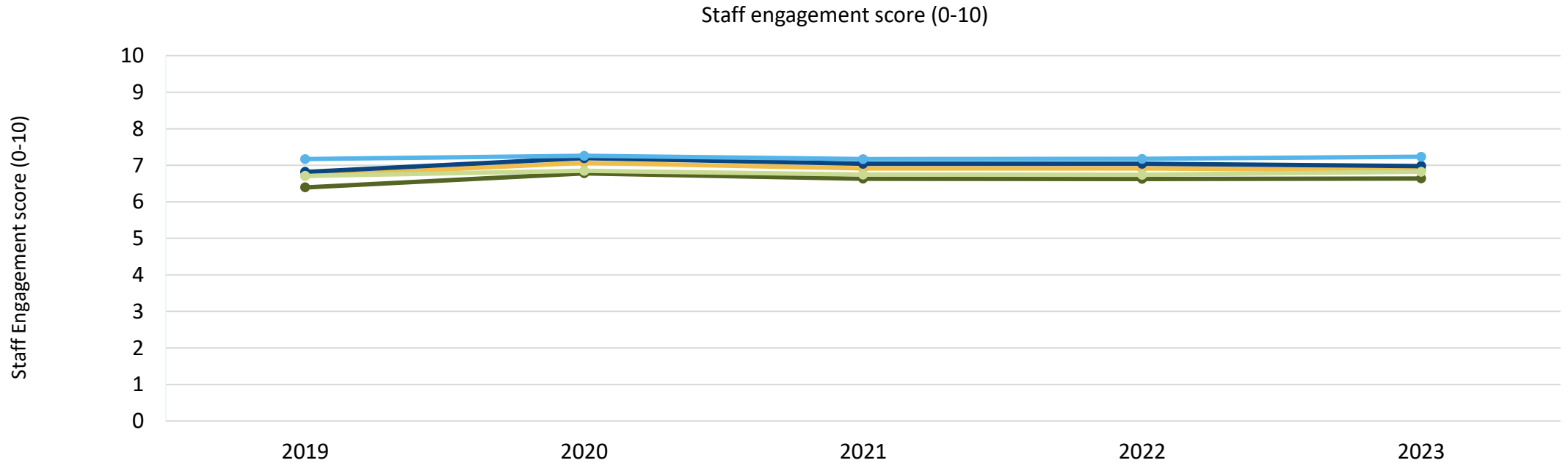


Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work out of those who answered the question



	2022	2023
Staff with a LTC or illness: Your org	78.61%	80.65%
Staff with a LTC or illness: Average	78.76%	79.32%
Staff with a LTC or illness: Responses	893	1008

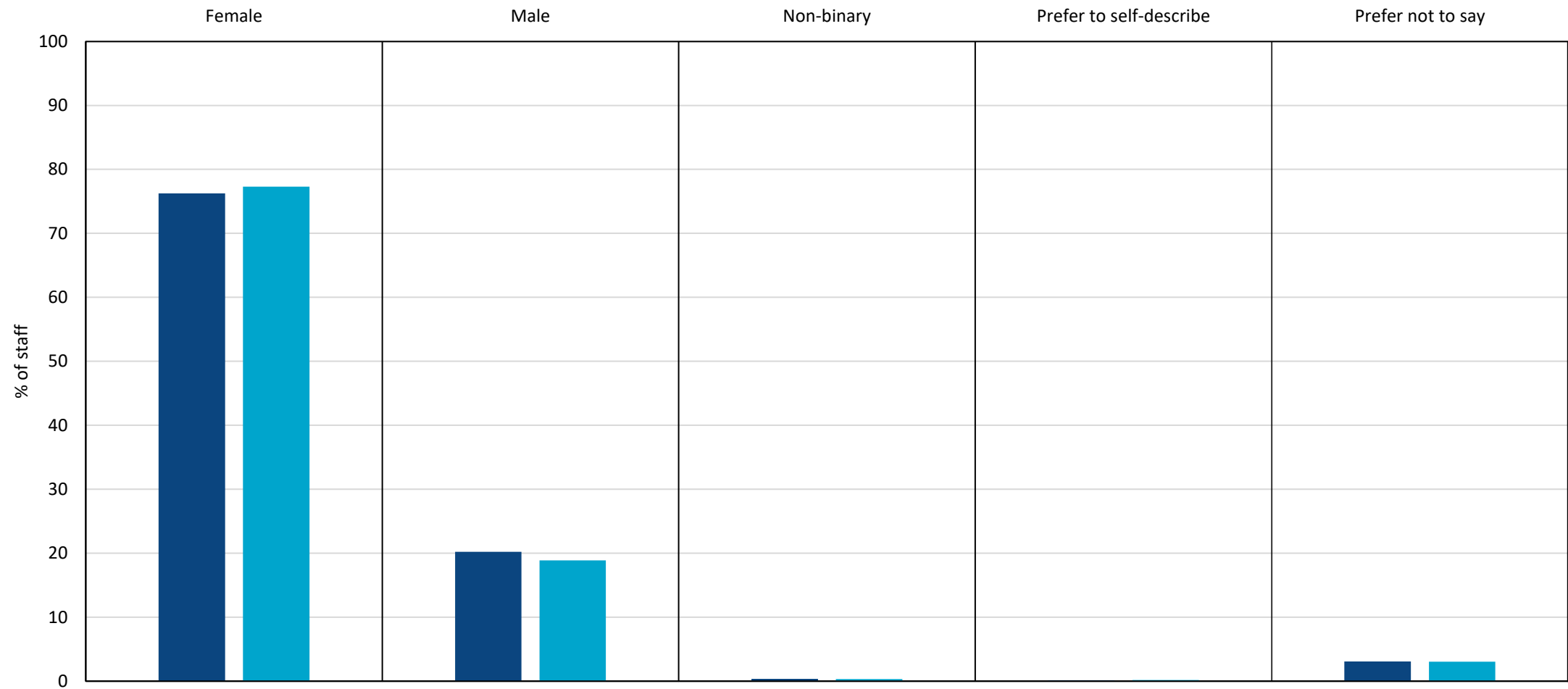


	2019	2020	2021	2022	2023
Organisation average	6.71	7.07	6.91	6.91	6.86
Staff with a LTC or illness: Your org	6.40	6.78	6.63	6.63	6.64
Staff without a LTC or illness: Your org	6.82	7.20	7.04	7.04	6.98
Staff with a LTC or illness: Average	6.71	6.85	6.74	6.74	6.82
Staff without a LTC or illness: Average	7.17	7.26	7.17	7.18	7.23
Staff with a LTC or illness: Responses	965	1248	1471	1393	1553
Staff without a LTC or illness: Responses	2705	3415	3361	3240	3087

Note. Data shown in this chart are unweighted therefore will not match weighted staff engagement scores in other outputs.

About your respondents

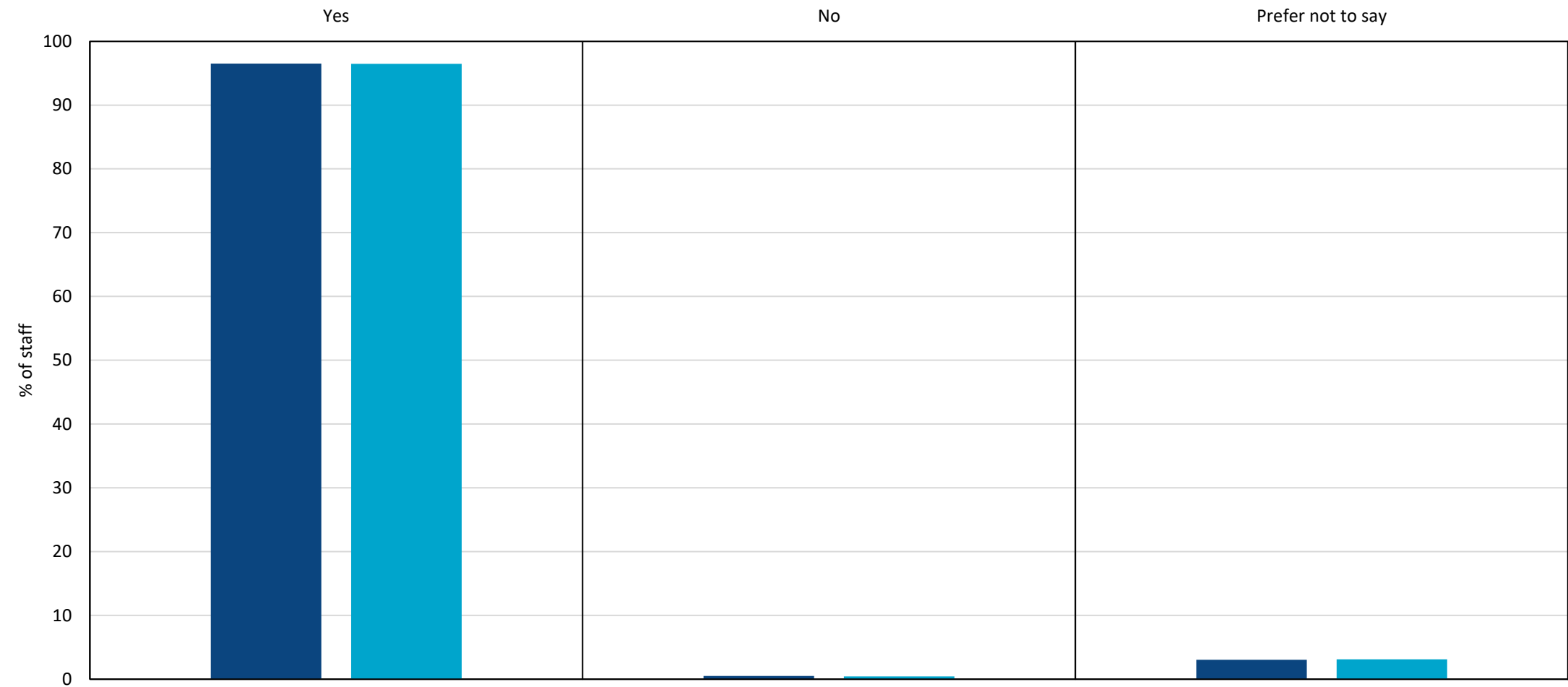
This section shows demographic and other background information for 2023.



Your org	76.26%	20.19%	0.36%	0.13%	3.06%
Average	77.30%	18.86%	0.31%	0.18%	3.02%
Responses	4700	4700	4700	4700	4700



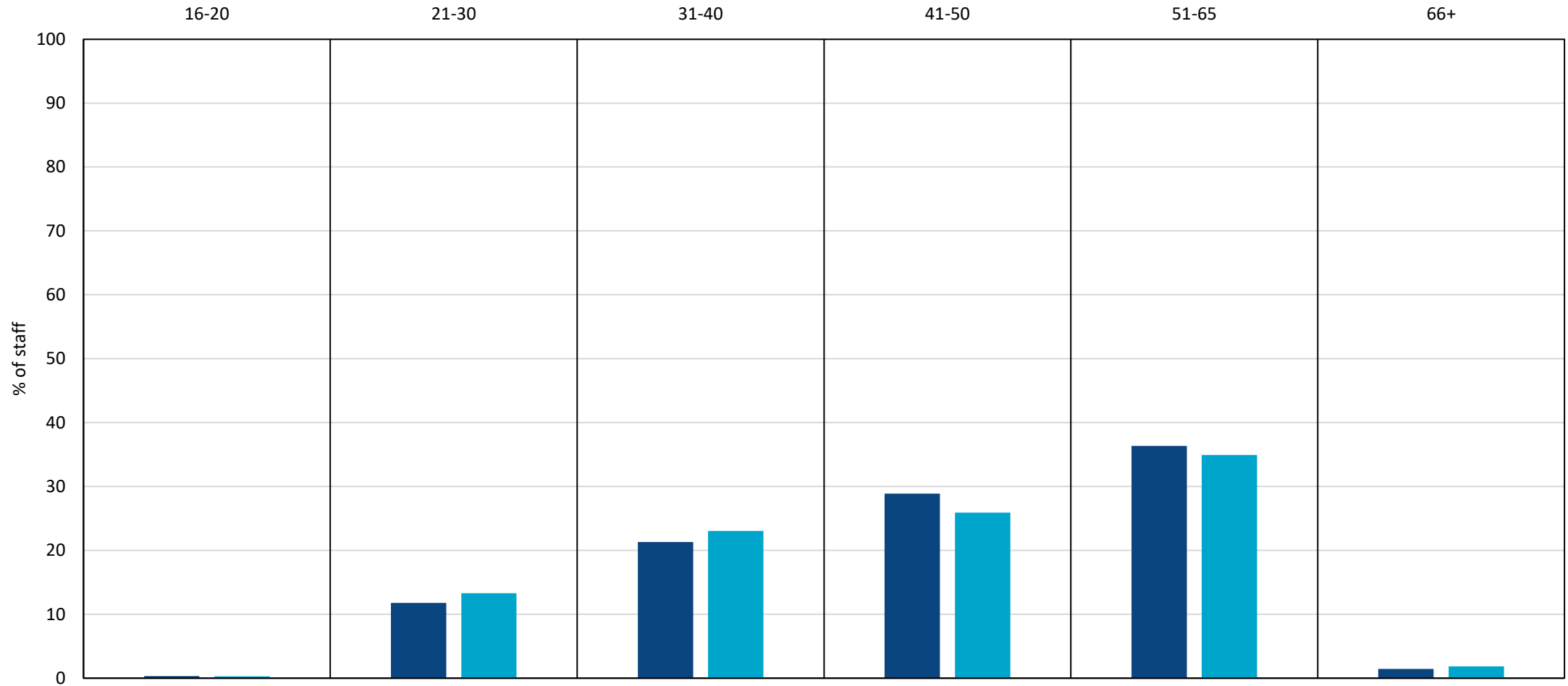
Background details – Is your gender identity the same as the sex you were registered at birth?



Your org	96.51%	0.47%	3.02%
Average	96.46%	0.40%	3.09%
Responses	4641	4641	4641



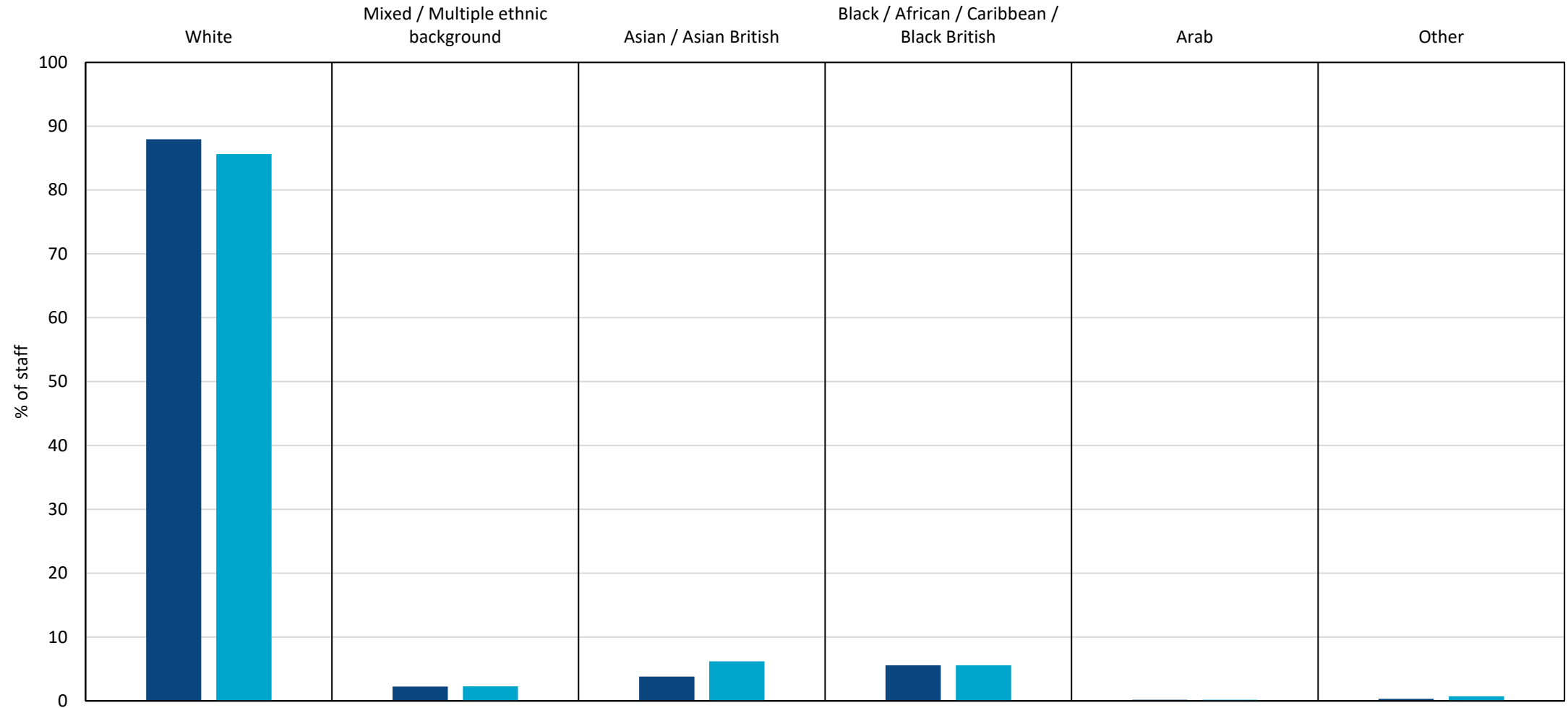
Background details - Age



Your org	0.30%	11.76%	21.30%	28.87%	36.34%	1.43%
Average	0.26%	13.30%	23.05%	25.90%	34.91%	1.85%
Responses	4694	4694	4694	4694	4694	4694



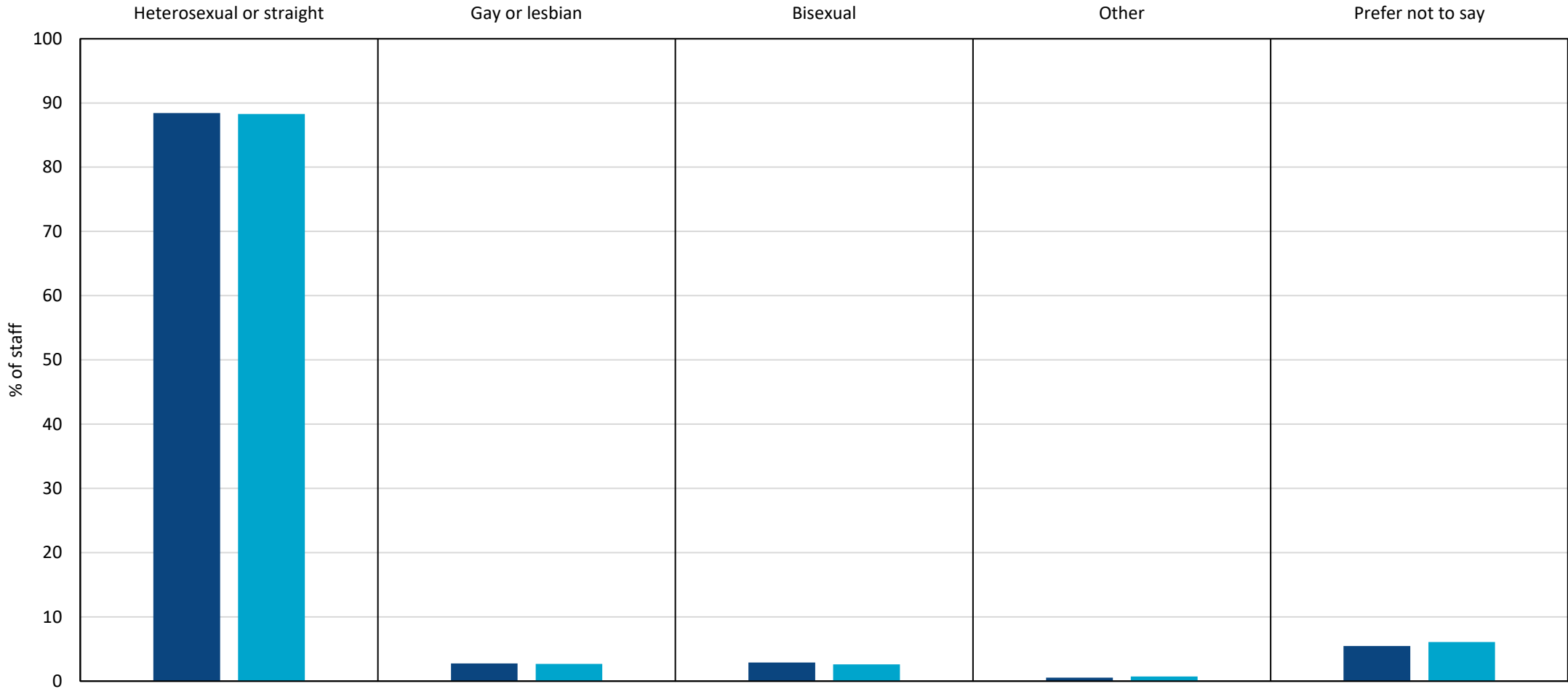
Background details - Ethnicity



Your org	87.94%	2.22%	3.78%	5.57%	0.17%	0.32%
Average	85.65%	2.28%	6.19%	5.57%	0.16%	0.71%
Responses	4684	4684	4684	4684	4684	4684



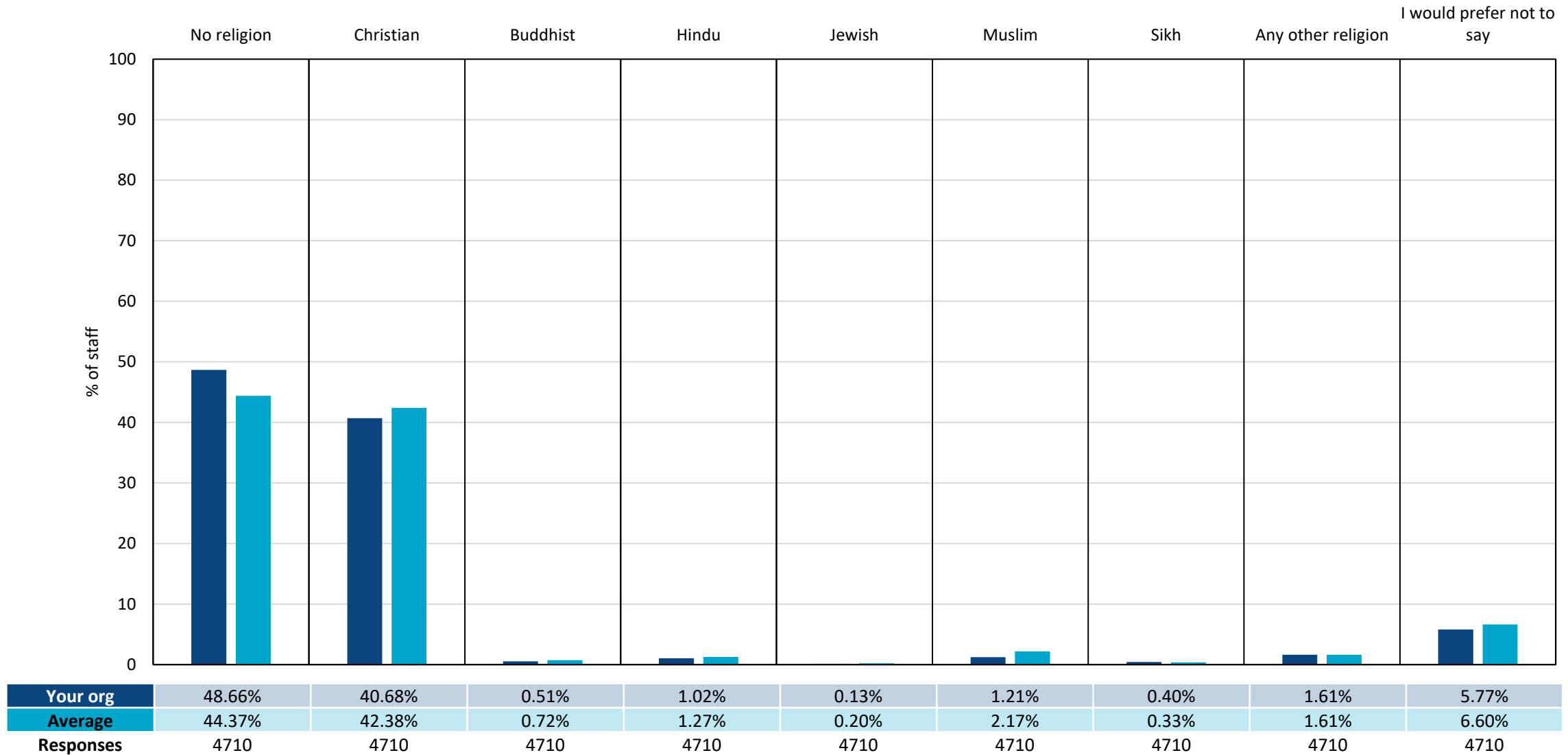
Background details – Sexual orientation



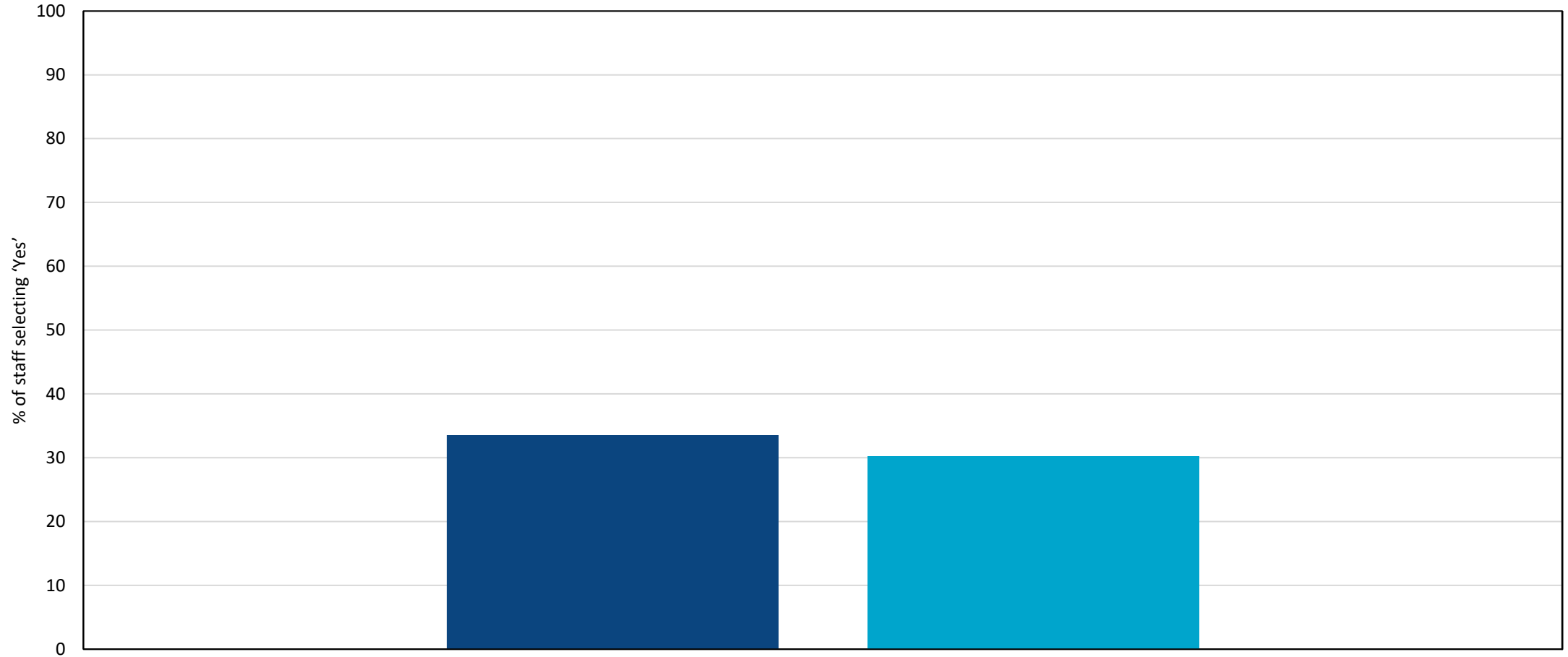
Your org	88.44%	2.72%	2.87%	0.53%	5.44%
Average	88.28%	2.65%	2.60%	0.71%	6.06%
Responses	4705	4705	4705	4705	4705



Background details - Religion



Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

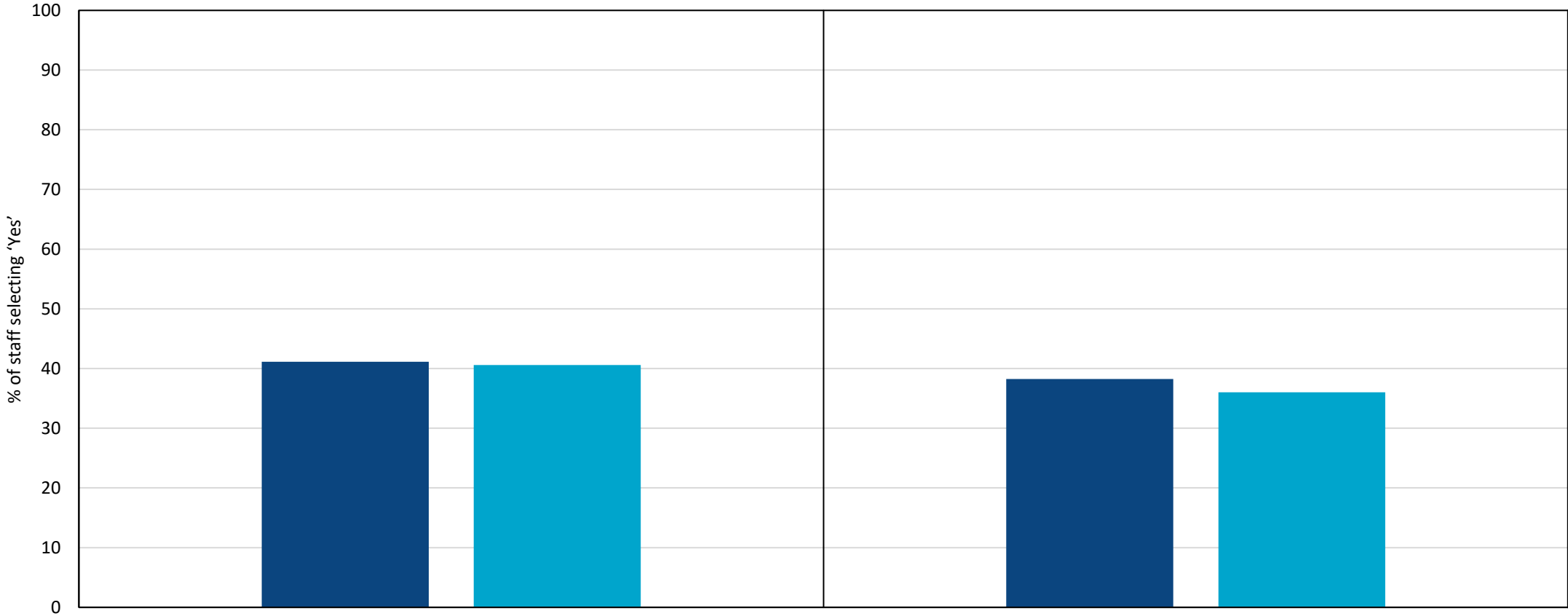


Your org	33.47%
Average	30.18%
Responses	4643



Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

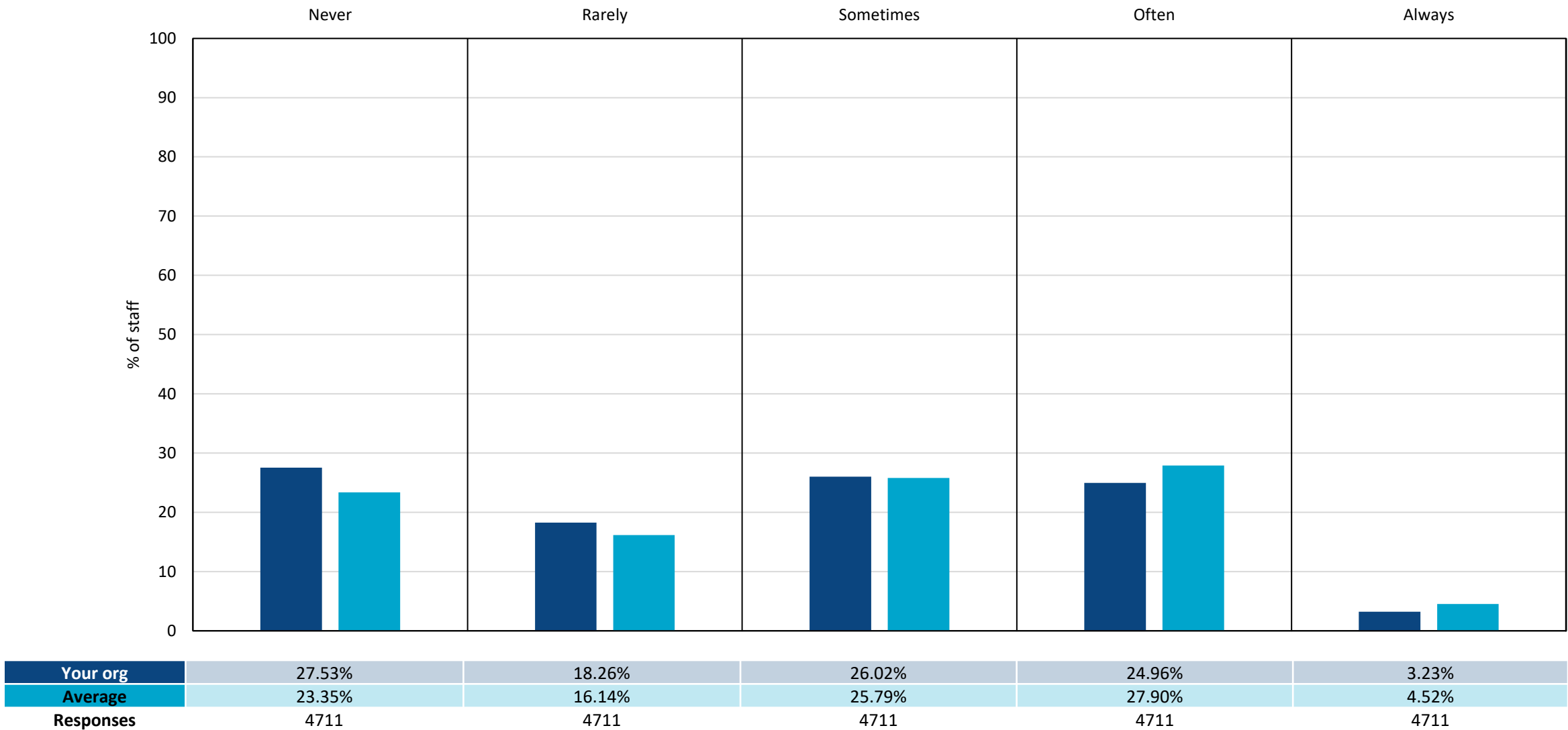
Do you look after or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age.



Your org	41.13%	38.26%
Average	40.58%	36.02%
Responses	4692	4689

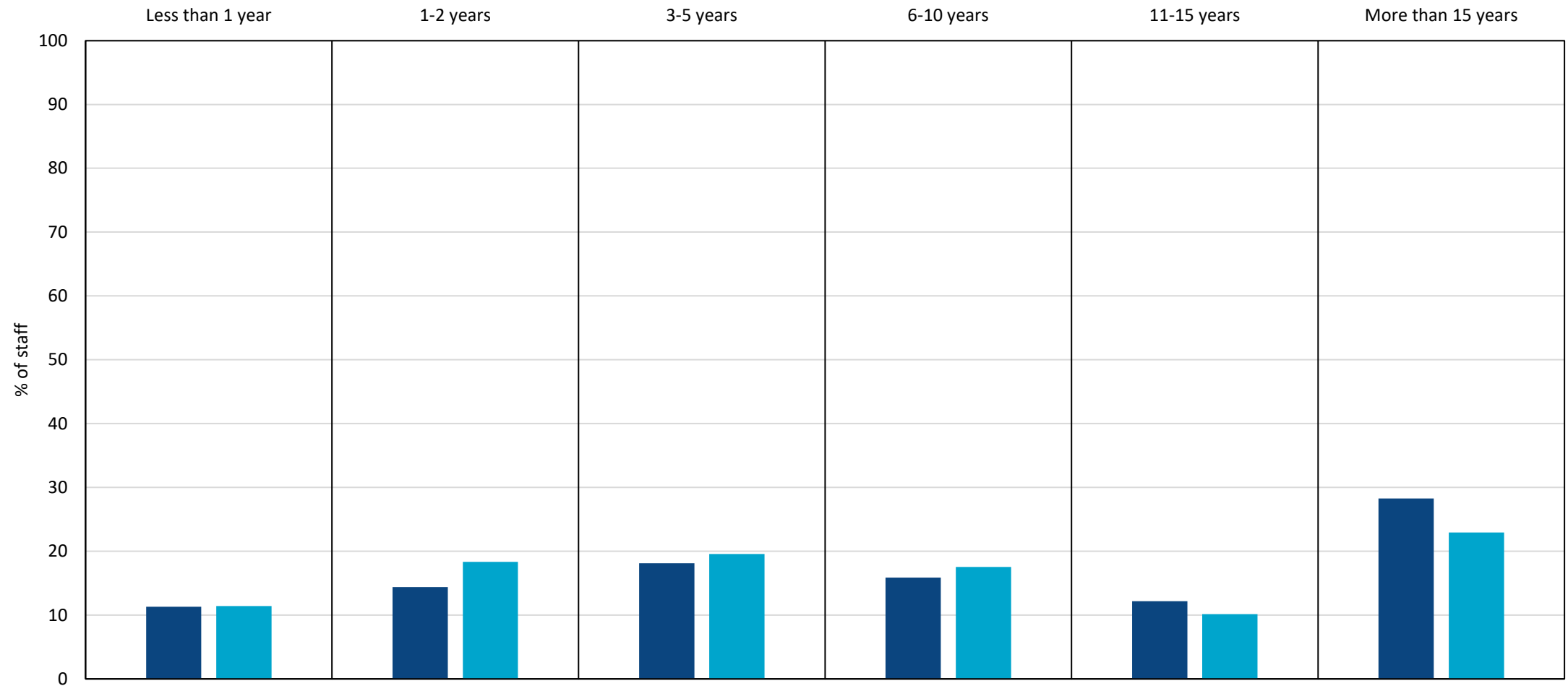


Background details – How often do you work at/from home?





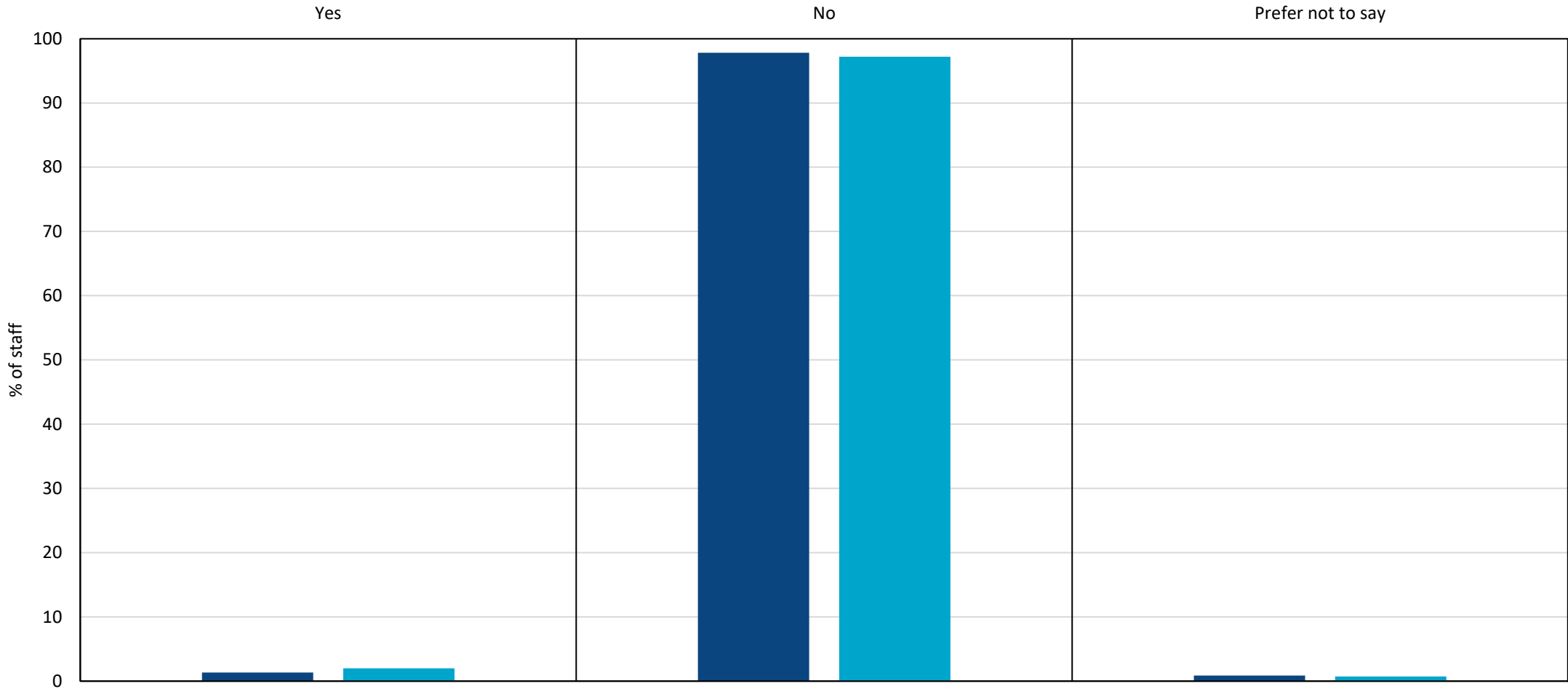
Background details – Length of service



Your org	11.28%	14.36%	18.09%	15.84%	12.17%	28.25%
Average	11.39%	18.32%	19.57%	17.52%	10.13%	22.92%
Responses	4715	4715	4715	4715	4715	4715



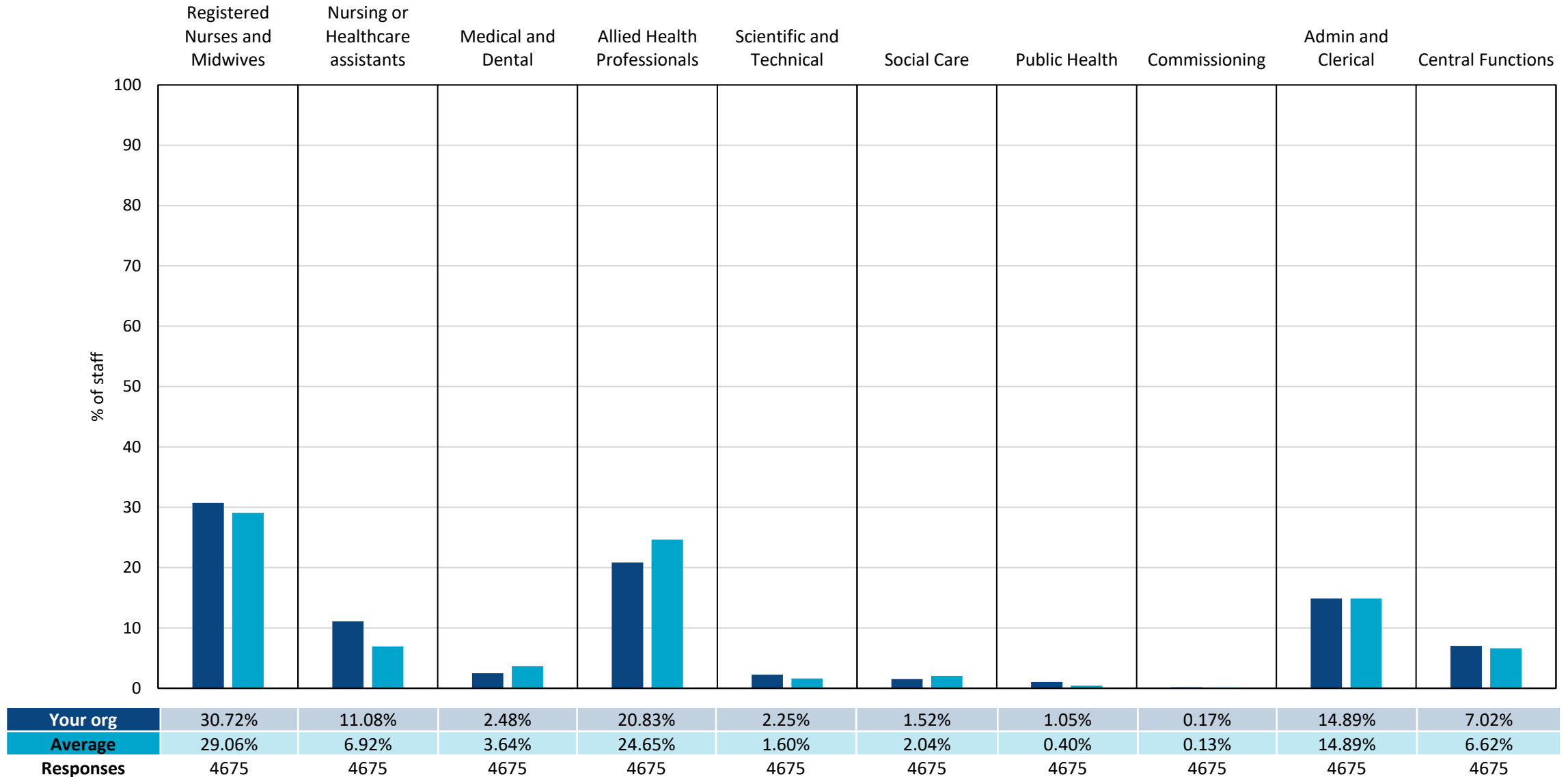
Background details — When you joined this organisation were you recruited from outside of the UK?



Your org	1.34%	97.80%	0.86%
Average	1.96%	97.21%	0.72%
Responses	4643	4643	4643

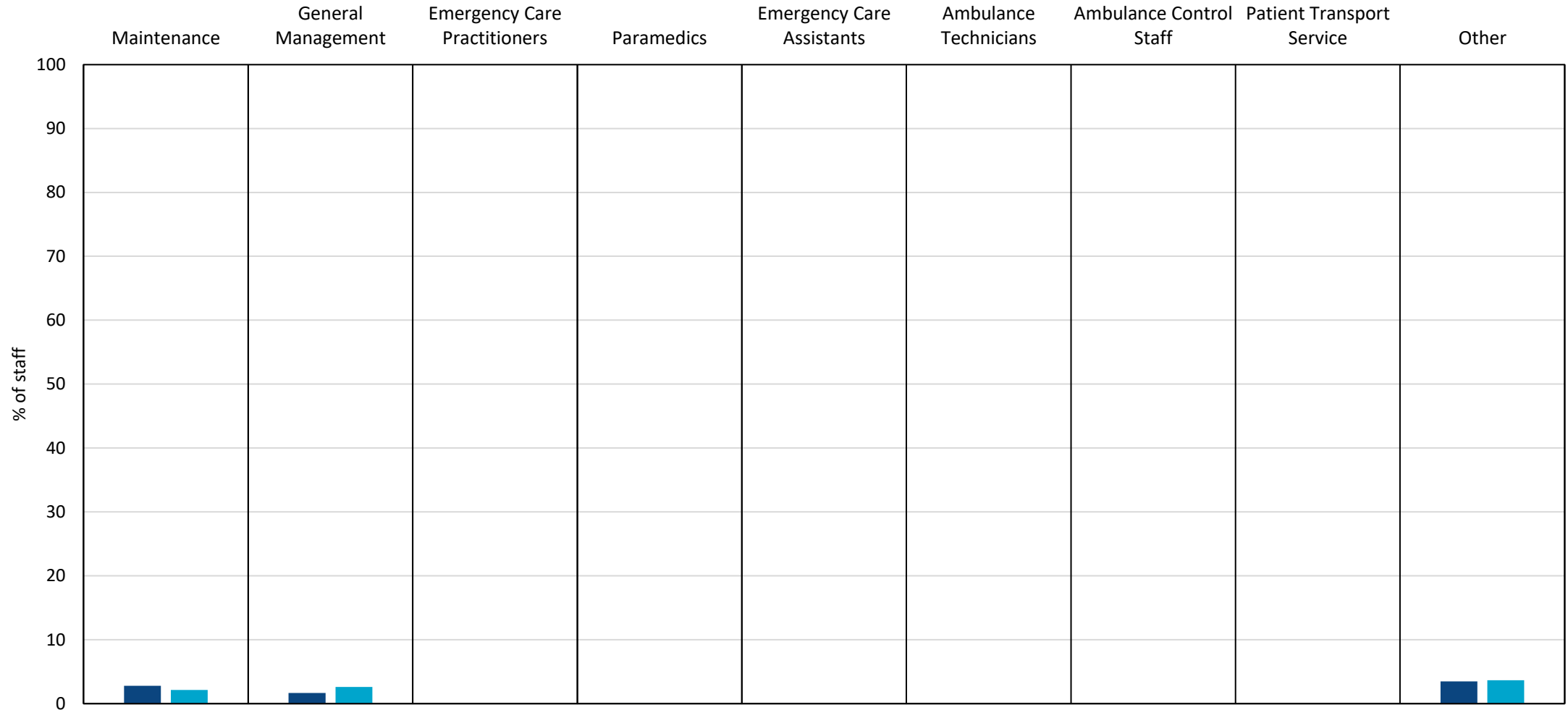


Background details – Occupational group





Background details – Occupational group



Your org	2.78%	1.67%	0.00%	0.06%	0.02%	0.00%	0.00%	0.00%	3.47%
Average	2.12%	2.60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.66%
Responses	4675	4675	4675	4675	4675	4675	4675	4675	4675

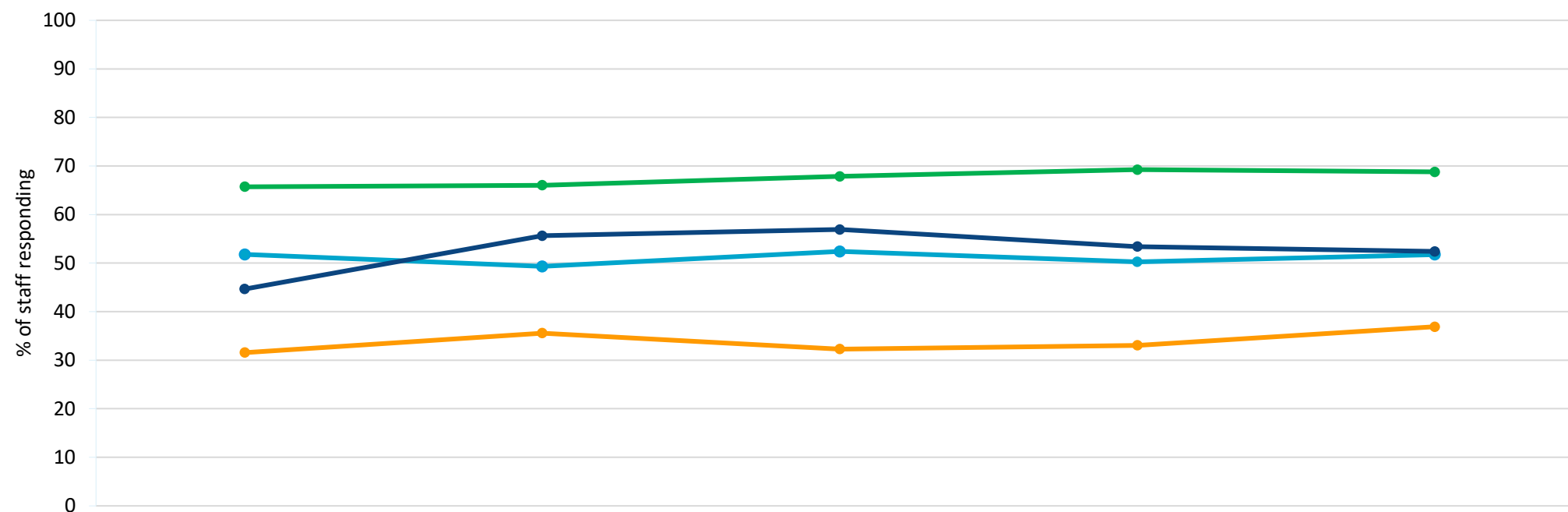
Appendices

Appendix A: Response rate



Appendix A: Response rate

Response rate



	2019	2020	2021	2022	2023
Your org	44.66%	55.63%	56.91%	53.38%	52.39%
Highest	65.71%	66.02%	67.86%	69.24%	68.76%
Average	51.77%	49.31%	52.40%	50.26%	51.76%
Lowest	31.57%	35.56%	32.27%	33.04%	36.86%
Responses	3782	4904	5072	4690	4753

Appendix B: Significance testing 2022 vs 2023

Appendix B: Significance testing – 2022 vs 2023

Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2022 and 2023*. For more details please see the [technical document](#).

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	7.45	4679	7.39	4732	Not significant
We are recognised and rewarded	6.15	4685	6.23	4741	Significantly higher
We each have a voice that counts	6.85	4651	6.77	4701	Significantly lower
We are safe and healthy	6.20	4657	-	-	-
We are always learning	5.40	4448	5.56	4426	Significantly higher
We work flexibly	6.65	4678	6.74	4720	Significantly higher
We are a team	6.97	4679	6.94	4730	Not significant
Themes					
Staff Engagement	6.92	4685	6.87	4742	Not significant
Morale	5.98	4682	5.93	4740	Not significant

Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.

Appendix C: Tips on using your benchmark report

The following pages include tips on how to read, interpret and use the data in this report. The **suggestions are aimed at users who would like some guidance on how to understand the data** in this report. These suggestions are by no means the only way to analyse or use the data, but have been included to aid users.

Key points to note



The seven People Promise elements, the two themes and the sub-scores that feed into them cover key areas of staff experience and present results in these areas in a clear and consistent way. All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher result is more positive than a lower result. These results are created by scoring questions linked to these areas of experience and grouping these results together. Details of how the results are calculated can be found in the technical document available on the [Staff Survey website](#).



A key feature of the reports is that they **provide organisations with up to five years of trend data**. Trend data provides a much more reliable indication of whether the most recent results represent a change from the norm for an organisation than comparing the most recent results only to those from the previous year. Taking a longer term view will help organisations to identify trends over several years that may have been missed when comparisons are drawn solely between the current and previous year.



People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are benchmarked so that organisations can identify how results on each question have changed for themselves and their peers over time by looking at a single chart.

Note. Historical benchmarking data for 2019 has been revised for the Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trusts benchmarking groups. This is due to a revision in the occupation group weighting to correctly reflect historical benchmarking group changes. Historical data is reweighted each year according to the latest results and so historical figures change with each new year of data; however it is advised to keep the above in mind when viewing historical results released in 2023.

Note. 2023 results for People Promise element 4 ('We are safe and healthy'), two of its sub-scores ('Health and safety climate' and 'Negative experiences') and Q13a-d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Appendix C: 1. Reviewing People Promise and theme results

When analysing People Promise element and theme results, it is easiest to start with the [overview](#) page to quickly identify areas of interest which can then be compared to the best, average, and worst result in the benchmarking group.

It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another important point of reference.

Areas to improve

- By checking where the 'Your org' column/value is lower than the benchmarking group 'Average result' you can quickly identify areas for improvement.
- It is worth looking at the difference between the 'Your org' result and the benchmarking group 'Worst result'. The closer your organisation's result is to the worst result, the more concerning the result.
- Results where your organisation's result is only marginally better than the 'Average result', but still lags behind the 'Best result' by a notable margin, could also be considered as areas for further improvement.

Positive outcomes

- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' results are distinctly higher than the benchmarking group 'Average result'.
- Positive stories to report could be ones where your organisation approaches or matches the benchmarking group's 'Best result'.



Only one example is highlighted for each point

Appendix C: 2. Reviewing results in more detail

Review trend data

Trend data can be used to identify measures which have been consistently improving for your organisation (i.e. showing an upward trend) over the past years and ones which have been declining over time. These charts can **help establish if there is genuine change in the results** (if the results are consistently improving or declining over time), or whether a change between years is just a minor **year-on-year** fluctuation.



Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

Review the sub-scores and questions feeding into the People Promise elements and themes

In order to understand exactly which factors are driving your organisation's People Promise element and theme results, you should review the sub-scores and questions feeding into these results. The **sub-score results** and the **'Question results'** section contain the sub-scores and questions contributing to each People Promise element and theme, grouped together. By comparing 'Your org' results to the benchmarking group 'Average', 'Best' and 'Worst' results for each question, the **questions which are driving your organisation's People Promise element and theme results can be identified**.

For areas of experience where results need improvement, action plans can be formulated to **focus on the questions where the organisation's results fall between the benchmarking group average and worst results**. Remember to keep an eye out for questions where a lower percentage is a better outcome – such as questions on violence or harassment, bullying and abuse.



This benchmark report displays results for all questions in the questionnaire, including benchmarked trend data wherever available. While this a key feature of the report, at first glance the amount of information contained on more than 140 pages might appear daunting. The below suggestions aim to provide some guidance on how to get started with navigating through this set of data.

Identifying questions of interest

➤ Pre-defined questions of interest – key questions for your organisation

Most organisations will have questions which have traditionally been a focus for them - questions which have been targeted with internal policies or programmes, or whose results are of heightened importance due to organisation values or because they are considered a proxy for key issues. Outcomes for these questions can be assessed on the backdrop of benchmark and historical trend data.

➤ Identifying questions of interest based on the results in this report

The methods recommended to review your People Promise and theme results can also be applied to pick out question level results of interest. However, **unlike People Promise elements, themes and sub-scores where a higher result always indicates a better result, it is important to keep an eye out for questions where a lower percentage relates to a better outcome** (see details on the 'Using the report' page in the 'Introduction' section).



- **To identify areas of concern:** look for questions where the organisation value falls between the benchmarking group average and the worst result, particularly questions where your organisation result is very close to the worst result. Review changes in the trend data to establish if there has been a decline or stagnation in results across multiple years, but consider the context of how the organisation has performed in comparison to its benchmarking group over this period. A positive trend for a question that is still below the average result can be seen as good progress to build on further in the future.
- **When looking for positive outcomes:** search for results where your organisation is closest to the benchmarking group best result (but remember to consider results for previous years), or ones where there is a clear trend of continued improvement over multiple years.

Appendix D: Additional reporting outputs

Below are links to other key reporting outputs that complement this report. A full list and more detailed explanation of the reporting outputs is included in the Technical Document.

Supporting documents



Basic Guide: Provides a brief overview of the NHS Staff Survey data and details on what is contained in each of the reporting outputs.



Technical Document: Contains technical details about the NHS Staff Survey data, including: data cleaning, weighting, benchmarking, People Promise, historical comparability of organisations and questions in the survey.

Other reporting outputs



Online Dashboards: Interactive dashboards containing results for all trusts nationally, each participating organisation (local), and for each region and ICS. Results are shown with trend data for up to five years where possible and show the full breakdown of response options for each question.



Breakdown reports: Reports containing People Promise and theme results split by breakdown (locality) for Nottinghamshire Healthcare NHS Foundation Trust.



National Briefing Document: Report containing the national results for the People Promise elements, themes and sub-scores. Results are shown with trend data for up to five years where possible.



Detailed spreadsheets Contain detailed weighted results for all participating organisations, all trusts nationally, and for each region and ICS.